

MTUBATUBA MUNICIPALITY



FINAL IDP 2018/2019

28 JUNE 2018

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MAYOR'S FOREWORD



**HIS WORSHIP THE MAYOR, CLLR. V.M. GUMEDE
MTUBATUBA MUNICIPALITY**

This is the fourth generation of the Integrated Development Plan (IDP), subsequent to the last local government elections. The Council of Mtubatuba Municipality held its strategic planning session in February 2018 to look at its challenges and interventions, internal and external environmental analysis, vision, mission, core values, goals and strategic objectives in an endeavour to achieve alignment and compliance with the relevant government policies and priorities. It is with great pleasure that I embrace the opportunity to report on the progress in respect of what we pledge to deliver for the community of Mtubatuba Municipality in the next 5-year period.

To start with, the IDP has 6 Key Performance Areas viz:

- Municipal Transformation and Institutional Development;
- Basic Service Delivery and Institutional Development;
- Municipal Financial Viability and Management;
- Social and Economic Development;
- Good Governance and Public Participation; and
- Cross Cutting Interventions (Provincial KPA).

The afore-mentioned KPAs have goals and strategic objectives and they are in line with the programmes and projects which we have the intention to implement over the next 5-year period in our endeavour to address the three main challenges which are: poverty alleviation, unemployment and inequality.

In the circumstances, I wish to reiterate my genuine pleasure as I move on to report on the said KPAs.

1.1. Municipal Transformation and Institutional Development

One critical aspect with regard to the Municipal Transformation and Institutional Development has been a need to fill critical positions within the Mtubatuba Municipality. I am happy to announce that those critical positions have since been filled by appointments of the Municipal Manager, Chief Financial Officer, Senior Manager: Community Services, Senior Manager: Technical and Infrastructure Services, IDP/PMS Manager, Town Planner, LED Manager and LED Officer. Going forward, the following strategies were developed and are in progress:

- Review of an organogram that would respond to the needs of the municipal functionality and effectiveness;
- Review of job descriptions for submission to Job Evaluation;
- Development of the salary progression policy; and
- Review of the Organizational PMS Framework, Individual PMS-Policy as well as the implementation thereof (including the cascading of PMS to all employees).

The development and implementation of a Work Place Skills Plan that responds to capacity building for the employees/administration, including Councillors. Considerable support in respect of capacity-building and development have been received from the stakeholders which include the following:

- SALGA
- COGTA
- KZN Provincial Treasury
- LGSETA
- Services SETA
- Construction SETA

1.2. Basic Service Delivery and Infrastructure Development

Basic service delivery and infrastructure development has been highly dependent on grant funding for the past few years. The Municipality is pleased to report that for the first time in 2017/2018 the following projects have been delivered to the community using both external and internal funding/own revenue:

- Kwa-Msane Civic Centre has been completed and is considered the largest civic centre within the DC 27;
- Mtubatuba Internal Roads (CBD) has been completed, this project assisted with the stormwater challenges and potholes within the CBD;
- Nkundusi Ward 09, Hlazane Ward 11 & Nordale Ward 05 Electrification Projects has been completed to minimize the backlogs;
- Mtubatuba Solar Street Lighting has been completed to assist the community with much needed lighting at night;
- Mtubatuba CBD had a challenge of not being untidy, as a result a service provider has been appointed to render the cleaning service in Mtubatuba CBD;
- CIP (Comprehensive Integrated Plan) has been developed and is in place;

- Keep Mtubatuba Town Clean have clean-up campaigns,
- As part of the Waste Management Programme, we have increased the number of Waste Skip Bins in strategic positions and troubled areas;
- Mtubatuba Municipality participated in Green Municipality Competition;
- Job opportunities were created through the implementation of the EPWP programme;
- As Mtubatuba we also take part in the District Sports Day and Mayoral Cup;
- Completion and handover of KwaMsane Civic Centre;
- Construction of Mtubatuba Driver's License Testing Centre has commenced for 2018/2019; and;
- Commencement of the library renovations.

1.3. Municipal Financial Viability and Management

Financial sustainability at Mtubatuba is highly dependent on grants, property rates collections and service charges. Financial sustainability has improved and, accordingly, the Municipality has been able to meet its obligations. The collection of rates has improved and it is envisaged that it shall improve further in the next financial years.

The cash flow status of the Municipality is positive with the Municipality expected to have cash reserves by the end of the financial year (June 2018). During the 2017/2018 financial year, the Municipality obtained an unqualified audit opinion from the Auditor General, which should give confidence to the communities and Council as this is suggestive that the financial status of the Municipality has been reported fairly.

The Municipality has benefitted from the National Treasury Programme, (Municipal Finance Management Grant). Through this programme and grant funding, 5 job opportunities were created. The aim of the programme is also to build capacity within the finance department.

1.4. Social and Economic Development

The Mtubatuba Municipality is in the process of developing its Local Economic Development Strategy with a view to ensuring that it is aligned to the Umkhanyakude District Growth and Development Plan, Reviewed 2016 Provincial Growth and Development Plan and National Development Plan. The appointment of a service provider for the LED Strategy has since finalized. The inception report has already been submitted to the Municipality. The final document thereof shall be ready by June 2018.

It is the intension of the Mtubatuba Municipal Council to position Mtubatuba as a world renowned tourism destination. We are fortunate that Mtubatuba Municipality happens to be host to the first world heritage site in South Africa which contributes to the local economy and tourism. In the strategic planning session, the Council revised its vision to be as follows:

“To be a dynamic municipality delivering quality services and responding to community challenges by 2035”

1.5. Good Governance and Public Participation

The current Councilors have benefitted from a workshop and training exercise which aimed at maximizing their capacity in ensuring their oversight role. The Ward Committees have been established and are fully operational at this juncture. The following portfolios have been established and they too are functional:

- Community Services Portfolio Committee;
- Technical Services Portfolio Committee;
- Finance Portfolio Committee;
- Corporate Services Portfolio Committee;
- Planning and Sustainable Development Committee; and
- MPAC.

The Municipality has in its possession *Batho Pele* Policy Framework, Procedure Manual and Service Delivery Improvement Plan (SDIIP) all of which have been tabled to Council for approval in June 2018.

Section 166 (1) of the MFMA No. 56 of 2003 requires each municipality and each entity to have an audit committee. The Municipality considered it appropriate, taking into cognizance the economy, efficiency and effectiveness to consolidate the functions of the aforementioned committees and establish a Performance and Audit Committee (PAC).

The Risk Functions are located under the Internal Audit Unit. The positions for Risk Management Unit are included in the organogram review and budgeted under the Internal Audit Unit. The Risk Officer has been appointed and the risk register has been recently updated. It is the intention of the Municipality to ensure that a Risk Management Committee is duly established and the Terms of Reference for the Committee thereof outlined.

In line with the provisions of the Municipal Systems Act of 2000, the IDP has been developed accordingly to reflect the current community needs as obtained through the Public Participation Process that was held between December 2017 and January 2018. A report reflecting the Ward Community Needs is annexed hereto for ease of reference.

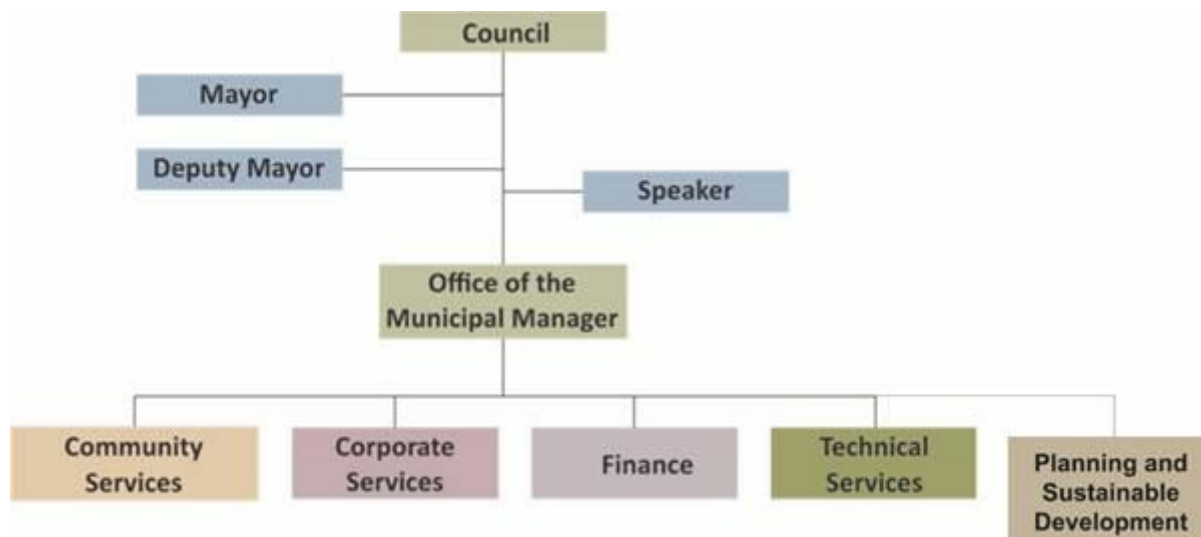
1.6. Cross Cutting Interventions

There is currently a dire need to strengthen the Inter-Governmental Relations, particularly consequent upon Mtubatuba having been able to get back on track through such Inter-Governmental Relations Interventions. The Support from COGTA, Provincial Treasury and government stakeholders, amidst the challenges, ensured that service delivery is prioritized as the main objective of the Municipality. The Municipality has enhanced its Back to Basics Reporting based on the quarterly assessments conducted by COGTA. Operation *Sukuma Sakhe* needs to be resuscitated through war-room functionality. The Mtubatuba Local Aids Council and the housing forum are fully functional.

Notwithstanding the aforesaid, a Local MPT has not been established, the municipalities in the district resolved to have a District Joint MPT, to speed up JMPT agreements by local municipalities (LMs) and the District Municipality.

The Municipality complies with Regulation 14 of SPLUMA (2013) in the development of the Spatial Development Framework. The post of the Town & Regional Planner has since been filled and appointed as a designated Municipal Authorized Officer. The Municipality's Executive & Finance Committee has been designated as the Appeal Authority and delegations have been amended from KZNPDPA to SPLUMA bylaws and applications are categorised as per SPLUMA.

The COGTA Department has budgeted to gazette the SPLUMA Bylaw for Mtubatuba Municipality.



1.7. Municipal Political Governance Structures

The political governance structure consists of Council, Executive Committee, Portfolio Committees and MPAC.

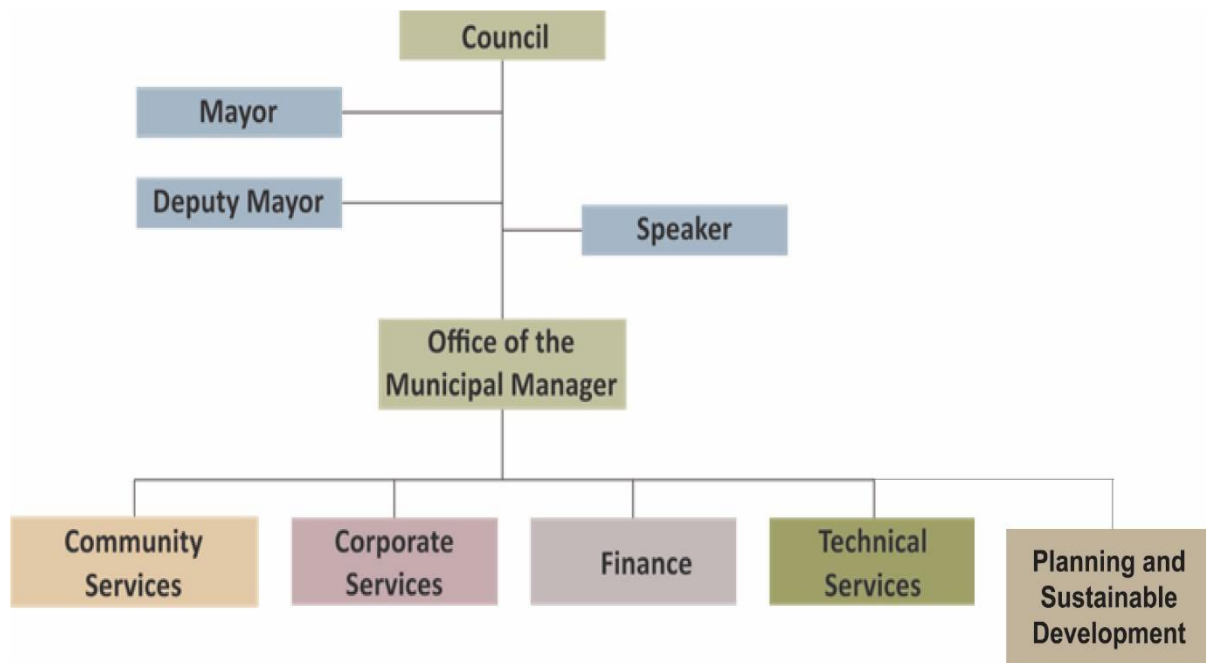
POLITICAL GOVERNANCE STRUCTURE: LIST OF COUNCILORS					
No.	Initials & Surname	Ward / PR	Party	gender	Contact Number
1.	Cllr M.M. Davies	PR 05	IFP	Female	072 6691 700
2.	Cllr M.Q. Mkhwanazi	WC19	IFP	Male	072 1119 991
3.	Cllr M.S. Gumede	PR 12	IFP	Male	083 438 8060
4.	Cllr Z.E. Nyawo	WC 11	IFP	Male	082 475 5048
5.	Cllr R.B.B. Mkhwanazi	PR 14	DA	Male	083 2885 692
6.	Cllr R.M. Bukhosini	PR 10	IFP	Male	076 233 0927
7.	Cllr M.P. Govender	PR 05	IFP	Male	076 769 1793
8.	Cllr M.A. Gina	PR 10	ANC	Male	079 733 5440
9.	Cllr J.M. Gumede	WC 01	ANC	Male	084 713 2029
10.	Cllr S.M. Gumede	WC 20	ANC	Male	060 789 3159
11.	Cllr S.J. Khoza	WC 08	ANC	Male	083 329 6688
12.	Cllr S.M. Khumalo	WC 18	IFP	Male	072 8507 046
13.	Cllr S.R. Khumalo	WC 03	ANC	Male	071 990 2506
14.	Cllr N.G. Khumalo	PR 05	IFP	Female	079 486 4042
15.	Cllr J.B. Lembede	PR 05	ANC	Female	072 515 4636
16.	Cllr V.V.B. Madonsela	WC 09	ANC	Male	072 294 3849
17.	Cllr A.V. Mabika	PR 04	DA	Female	062 318 5261
18.	Cllr Z. W. Mathonsi	PR 08	ANC	Female	079 693 3711
19.	Cllr P.S. Mangele	WC 06	ANC	Male	076 297 8353
20.	Cllr T.W. Muyeni	WC 04	ANC	Male	078 254 0043

21.	Cllr P.M. Mkhwanazi	PR 03	ANC	Male	072 712 6098
22.	Cllr L.M. Mkhwanazi	PR 13	AIC	Female	072 170 7832
23.	Cllr L.G. Mkhwanazi	WC 12	IFP	Male	078 293 6592
24.	Cllr N.J. Mlambo	PR 06	IFP	Male	076 664 2111
25.	Cllr F.N. Mpanza	WC 14	IFP	Male	076 794 4454
26.	Cllr K.N. Mpotshana	PR 01	EFF	Female	072 188 5254
27.	Cllr P.K. Msweli	PR 18	IFP	Male	071 444 8660
28.	Cllr M. Mthethwa	WC 15	IFP	Male	072 6051 395
29.	Cllr Z.N. Mthethwa	WC07	IFP	Female	079 588 2251
30.	Cllr V.T. Ncamphalala	PR 01	ANC	Male	072 865 7650
31.	Cllr G.B.M. Msane	WC 02	ANC	Male	082 394 7718
32.	Cllr M.P. Ndlovu	WC 17	IFP	Male	079 8720 721
33.	Cllr D.R. Ntuli	PR 07	ANC	Female	082 734 0523
34.	Cllr P.V. Ntshalintshali	PR 20	IFP	Female	082 930 1373
35.	Cllr S.N. S'biya	WC 13	ANC	Male	072 311 6862
36.	Cllr S.J. Shezi	WC 07	IFP	Female	072 849 6949
37.	Cllr M.Z. Shobede	WC 16	IFP	Male	073 390 8255
38.	Cllr P.S. Tembe	PR 12	ANC	Female	083 241 4584
39.	Cllr T.P. Zikhali	PR 06	ANC	Female	072 571 1030
40.	Cllr N.E. Zuma	WC 05	ANC	Male	076 844 8580

1.8. The Administrative Governance

The administrative governance of Mtubatuba Municipality during the 2017/2018 financial year comprised the Municipal Manager and four (4) Head of Departments as well as 240 staff members, including the EPWP workers.

The structure below illustrates the administrative governance of the Municipality.



I would like to take this opportunity to thank the members of the public who actively and continuously participated and supported the Municipality during the formulation of this IDP, working together with one objective in mind being to create a better future and to improve the lives of our communities. A word of gratitude to our Councillors through the Office of the Speaker, Honourable Cllr. M.M Davies, for always putting the needs of our people first. Finally, the office of the Municipal Manager, Mr. J.A Mngomezulu, senior managers and officials are also acknowledged for their respective roles in ensuring that decisions taken are in support of the Council and its resolutions.

.....
HIS WORSHIP THE MAYOR, CLLR. V.M. GUMEDE
MTUBATUBA MUNICIPALITY

MUNICIPAL MANAGER'S OVERVIEW

I would like to start off by highlighting that Mtubatuba Municipality overcame many challenges in the 2017/2018 financial year. Nevertheless, with the support of Council, management, staff, sector departments and the Mtubatuba community at large, the Municipality has managed to ensure sound and sustainable administration.

With challenges experienced in the past years lessons have been learned and the main one being the fact that as a Municipality, it is of paramount importance for us to know the needs of our communities in order to enable us to plan properly and adequately. As a municipality, we have thus opened our doors to our communities by improving on our communication strategies, such as the development of a Public Participation Strategy, newsletters, broadcasting through radio slots and established communication forums and IDP structures. Accordingly, we have managed to address some of the community needs. For those that still need to be addressed, the Municipality has plans and strategies in place to ensure that they too are addressed within a reasonably foreseeable future.

Whereas, Mtubatuba Municipality's main objective remains fundamentally being to provide basic service delivery to the communities of Mtubatuba. In order to fulfil this responsibility or obligation, rates and taxes collected from communities, businesses and government institutions play a pivotal role in terms of contributing greatly to the municipal liquidity/cash flow. We therefore urge our communities to show and/or demonstrate their appreciation of municipal services by paying their rates and for services timeously. We further encourage our communities and ratepayers to take advantage of the current debt assistance amnesty initiatives offered by the Municipality to assist them settle their outstanding debt.

We also encourage communities to participate in the current indigent registration process. This process is aimed at assisting the Municipality in identifying customers who cannot afford to pay for basic services.

It is also with great pleasure for me to report that for the 2016/2017 financial year, the Municipality received an unqualified audit opinion. This should give assurance to the ratepayers and the community of Mtubatuba at large as this is evidence that their taxes are being managed efficiently and cost-effectively. This achievement is also attributed to the fact that Council, management and staff are working as a collective to build sustainable communities in Mtubatuba.

The Municipality also recognizes the efforts and inputs of all stakeholders that are working together with the Municipality to achieve its main objective. Local businesses are further encouraged to support the communities and the Municipality as part of their social responsibility.

The Municipality would therefore like to present to you the initiatives, programmes and services that have been carefully planned to address your needs as the community of Mtubatuba.

I thank you

.....
Mr J.A Mngomezulu
Municipal Manager:

1.1. The Structure of Mtubatuba Municipality's IDP

The structure of Mtubatuba Municipality's IDP is based on the revised KZN IDP Assessment Criteria and Guidelines provided by the Department of Co-operative Governance and Traditional Affairs, dated 23 December 2016.

The **Executive Summary** indicates issues facing the Municipality, development opportunities, municipal plans to address opportunities and constraints, institutional development programmes and five-year service delivery programmes.

A shared and **detailed analysis of the current situation** forms the basis for the identification of key development issues, development opportunities and a review of the strategic framework.

Appropriate mechanisms, processes and procedures **for consultation and participation of local communities**, organs of state, Tribal Councils, and other role players in the IDP drafting process were utilised.

The **development strategy** clearly indicates the long, medium and short-term development vision. These are expressed in the form of a long-term vision, medium-term development strategies as well as and short-term interventions/projects.

An indication of the organizational arrangements for the IDP processes have been expressed in the process plan, which includes the following:

- Binding plans and planning requirements, i.e. policies, legislation, mechanisms and procedures for vertical and horizontal alignment;
- Alignment of the budget and the IDP expressed in the form of a medium term (3 years) capital programme corresponding with the medium-term expenditure framework, one year capital programme indicating the projects to be implemented in this financial year, etc.;
- The following IDP-Sector Plans have also been submitted and some annexed hereto in the IDP-2018/2019 for ease of reference;
- Financial Plan, Organisational Performance Management Framework and Individual Performance Management Policy, Housing Plan, Spatial Development Framework indicating a link between the IDP policy framework and the site-specific Land Use Management System (LUMS) and Disaster Management Plan; and
- The 2018/2019 IDP and beyond has incorporated the MSOA segments so as to comply with MSCOA requirements.

1.2. MSCOA Compliance

The Minister of Finance has, in terms of section 168 of the Local Government: Municipal Finance Management Act, 2003 (Act No.56 of 2003), and acting with the concurrence of the Minister of Co-operative Governance and Traditional Affairs gazetted the Municipal Regulations on Standard Chart of Accounts (MSCOA) into effect on 22 April 2014. The Municipal SCOA provides a uniform and standardised financial transaction classification framework. Fundamentally this means that the MSCOA prescribes the method (the how) and format (the look) that municipalities and their entities

should use to record and classify all expenditure (capital and operating), revenue, assets and liabilities, policy outcomes and legislative reporting. This is done at transactional level and ensures that a municipality and its entities have minimum business processes in place. This will result in an improved understanding of the role of local government in the broader national policy framework and linkage to other government functions.

The Regulations apply to all municipalities and municipal entities and indicate their applicability and relevance to each specific municipal environment while simultaneously accommodating organisational uniqueness and structural distinctions. The Regulation provides for a three-year preparation and readiness window and all 278 municipalities had to be compliant to the MSCOA classification framework by 1 July 2017.

Chapter 6 of the MFMA tasks the Municipal Manager with managing the financial administration of the Municipality. Since MSCOA is a municipal business reform, the Municipal Manager has the overall responsibility to manage the successful implementation of the MSCOA project within the Municipality, to ensure the Municipality is able to capture all transactions (at posting level) in accordance with MSCOA within its respective financial applications (systems) by 1 July 2017 going forward.

1.2.1. MSCOA Terms of Reference

The Municipality's MSCOA Steering Committee should be multi-disciplinary and include members of top management, including the following functions and skills:

- Finance and Budgeting;
- Management;
- Risk management;
- Engineering, Technical and Planning;
- Information technology;
- Human resources;
- Community;
- Local Economic Development.

The representatives, at the appropriate senior level, of all departments should also be represented on the Steering Committee, which should be chaired by the Municipal Manager or a Project Sponsor, duly assigned the role in writing. Committee Members should be assigned in writing to the Steering Committee and their performance agreements amended to accommodate these responsibilities.

1.2.2. Composition of the MSCOA Steering Committee:

Table 1: Showing the MSCOA Steering Committee Appointed by Accounting Officer

Chairperson	The Accounting Officer
Secretariat	Mr S.S. Mavuma
Members	
Municipal Manager	Mr J. A. Mngomezulu
Director Technical	Mr N. Sawyer
Chief Financial Officer	Mr N.Shandu
Deputy Director Finance	Mr T.S. Cele
Director Community Services	Mr J. Mbatha
Deputy Director Community Services	Mr K.I. Mkhwanazi
Director Corporate Services	Vacant
IDP /PMS Manager	Ms N.V. Ngobese
Human Resource Manager	Mrs W.E. Mthethwa
Finance Manager	Mr T.S. Cele
Manger Protection Services	Mrs N.B. Dlomo
SCM Manager	Miss N. Mtshali
Budget Accountant	Mr V.K Gumede
Expenditure Clerk	Miss Z.B. Mohatikele
Billing Officer	Miss N.B. Ntombela
IT Officer	Mr T.T. Mbokazi
SDF Officer	Mr S.G. Mthombeni
Budget officer	Mr S.S. Mavuma

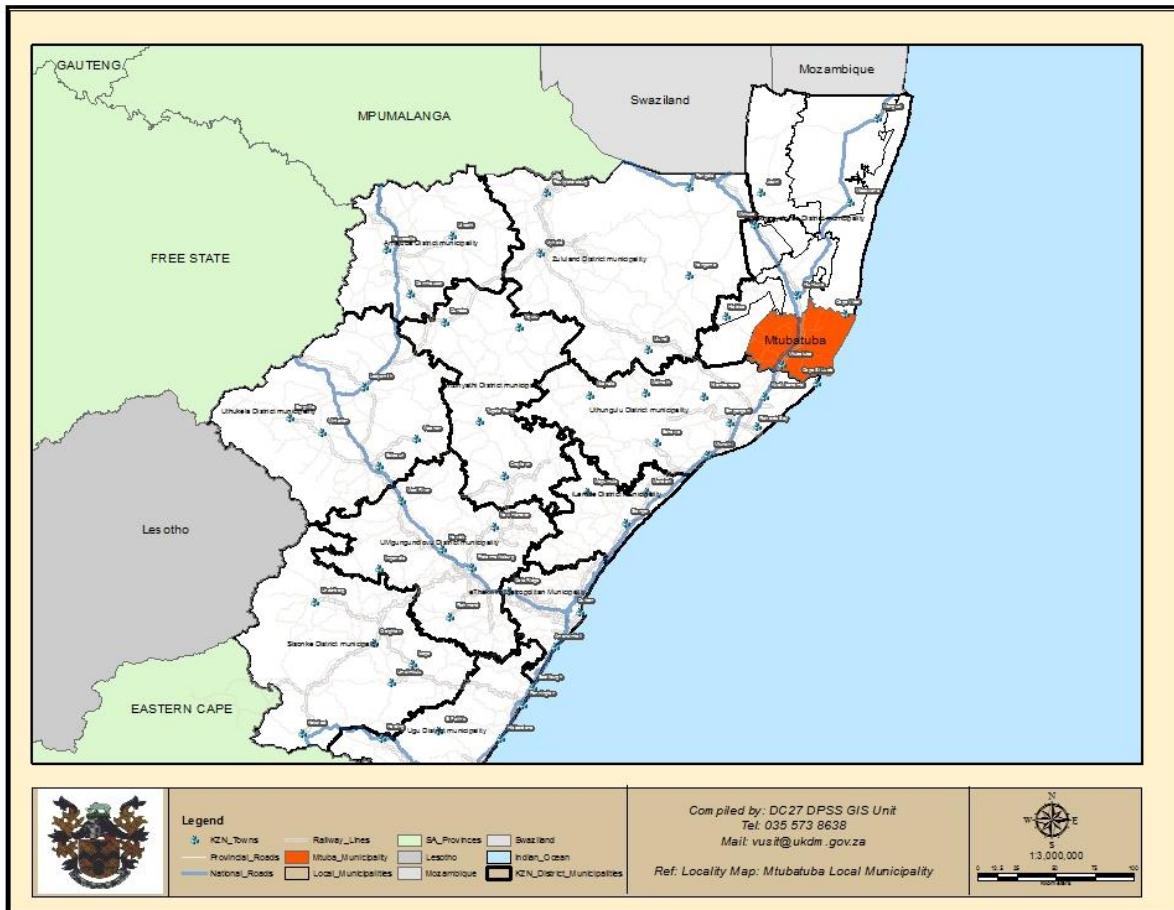
SECTION: A

EXECUTIVE SUMMARY

SECTION A: EXECUTIVE SUMMARY

1.1 WHO ARE WE?

Map 1: Map Showing the Mtubatuba Municipality



Mtubatuba Municipality is one of five Category B Municipalities within the Umkhanyakude District Municipality. It is located on the North-East of the province of KwaZulu-Natal. Mtubatuba forms the Southern end of Umkhanyakude District, with the N2 almost dividing the Municipality into Mtubatuba East, and Mtubatuba West.

Mtubatuba Municipality is bounded to the South by Mfolozi River, which separates the Municipality with Umfolozi Municipality (King Cetshwayo District Municipality) further South. On the East, Mtubatuba Municipality is bordered by the ocean, while it is bounded by the Big Five False Bay Municipality in the immediate North. Hlabisa Municipality and Hluhluwe–Umfolozi Park form the Western boundary of the Municipality.

Mtubatuba Municipality is strategically located along the N2 which links the municipal area to strategic areas such as Richards Bay, eThekweni Metropolitan area, Mpumalanga Province and SADC countries such as Swaziland and Mozambique. While the majority of the Mtubatuba Municipality

nodal areas are a product of some form of formal planning exercises, which resulted in the existence of land use management systems, no records exist for any detailed spatial planning processes to guide the social and economic development of the broader Mpukunyoni traditional council area, including areas such as KwaMsane, Mfekayi and Somkhele. According to the 2016 Community Survey, the municipal area has a total population of 202176.

1.1. Spatial Location Within KwaZulu-Natal

Mtubatuba Municipality forms an integral part of both KwaZulu-Natal Province and Umkhanyakude District. Accordingly, the Municipality is inevitably highly influenced by provincial and district development trends and development within its area of jurisdiction which has significant implications for both the province and the district. Fundamentally, therefore, spatial planning for the future development of Mtubatuba Municipality takes into account development trends and patterns that are taking place at both provincial and district level.

Mtubatuba Municipality enjoys a relatively good access and connectivity at a regional level. One of the national trade routes and major links to the SADC region – the N2 runs through the area linking it to the city of Durban with major urban centres further north. The major challenge is to capitalise on the opportunities presented by this and optimise benefits thereof for the local people.

The development of the R618 (P237-1) as part of the Renaissance Program of the Department of Transport linking the coast (St Lucia) with the Cultural Heritage Corridor areas of Nongoma and Ulundi through Hlabisa also improves regional connectivity and has the potential to unlock development potential (tourism, commerce, etc.) in Mtubatuba, particularly the town and other incipient nodes along the corridor.

The Municipality area has a railway line. There is, however, no air transport infrastructure there are small landing strips in Hluhluwe Town and inside Hluhluwe/Mfolozi Game Reserve.

1.1.1. Regional Context

Mtubatuba Municipality is bounded to the South by uMfolozi River, which separates the Municipality with uMfolozi Municipality (King Cetshwayo District Municipality) further South. On the East, Mtubatuba Municipality is bordered by the Indian ocean, while it is bounded by the Big Five False Bay Municipality to the immediate North. Hluhluwe–iMfolozi Game Park forms the Western boundary of the Municipality. Mtubatuba Municipality is strategically located along the N2 which links the municipal area with strategic areas such as Richards Bay, eThekweni Metropolitan area, Mpumalanga province and SADC countries such as Swaziland and Mozambique.

1.2. Demographic Profile

1.2.1. Population Size

According to a 2016 Community Survey, Mtubatuba Municipality has a total population of 202 176.

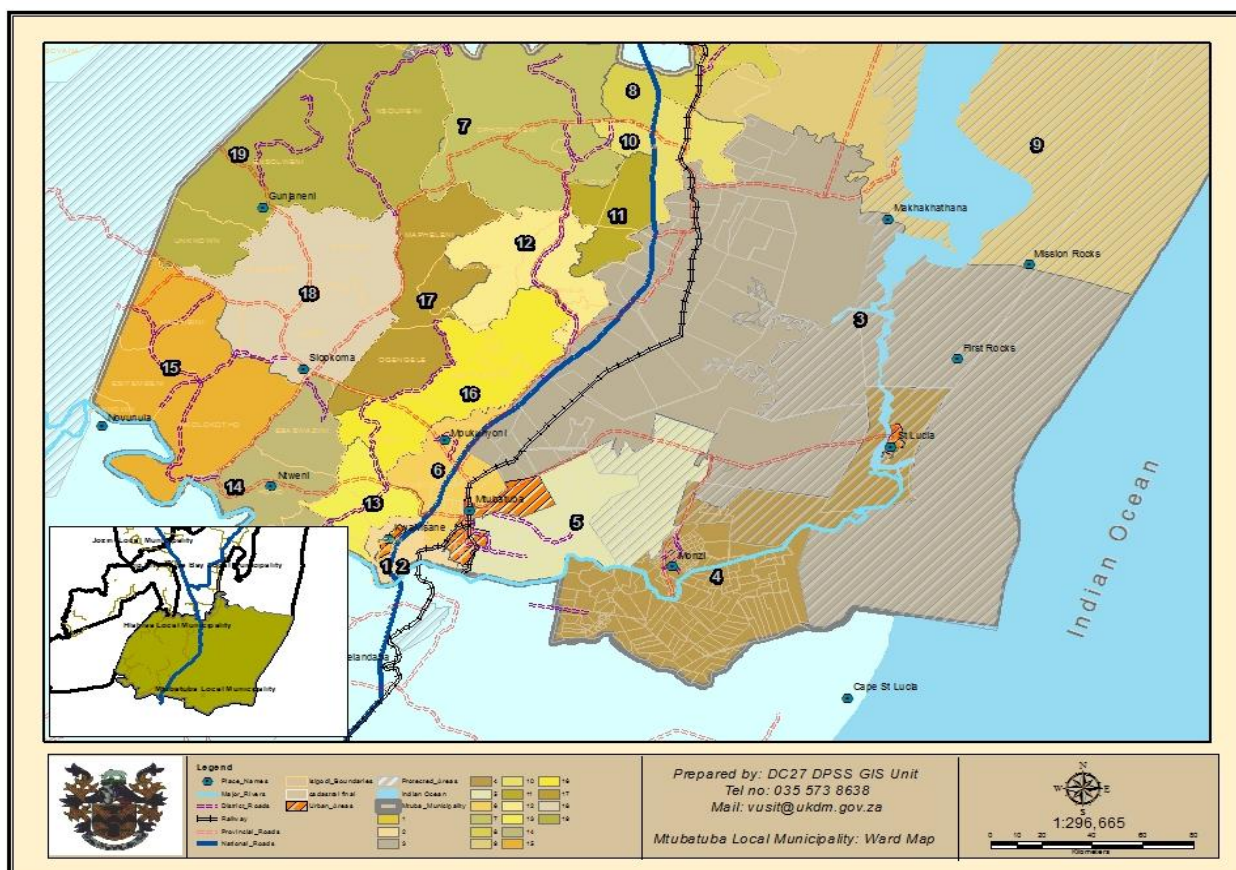
1.2.2. Population Distribution

The population is spread unevenly among the 20 municipal wards. These wards coincide with the growing settlements of Indlovu Village, KwaMsane Township, parts of Mpukunyoni, and Dukuduku Resettlement area. This ward covers mainly the commercial farmlands and is sparsely populated.

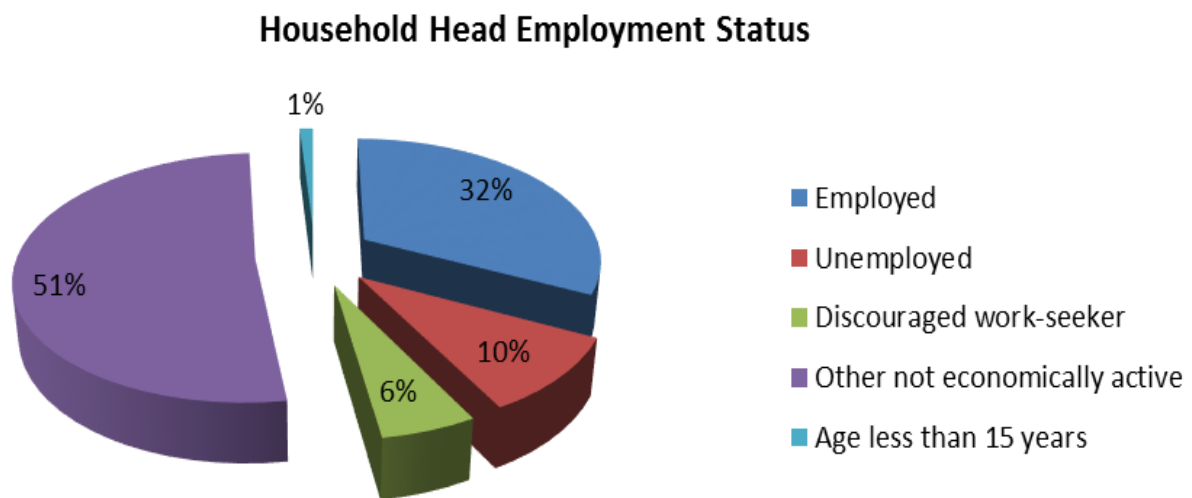
1.2.3. Mtubatuba Wards and Traditional Councils

Mtubatuba Municipality comprises 20 wards with 20 Ward Councillors respectively. There is one Traditional Council, known as Mpukunyoni situated to the West of the N2.

Map 2: Map Showing Mtubatuba Wards and Traditional Councils



1.3. Economic Profile



Graph 1: Household Head Employment Status

According to the Census 2011, approximately 32% of Mtubatuba Municipality households are employed and the unemployed households account for 10%. It is disturbing to note that over 51% of the households are not economically active, while only 6% of the households are discouraged work-seekers and 1% is below the age of 15 years, meaning there is no child labour within the Municipality.

1.4. How was this Plan (IDP) Developed?

The Municipality developed a process plan for the compilation of Mtubatuba Municipality five-year IDP and the plan was adopted by Council on 26 August 2016. The plan is summarized in the following diagram:



2.1.1 The Process Plan, Approach and Methodology

For the purposes of ensuring certain minimum quality standards of the IDP process including a proper co-ordination between and within spheres of government, the preparation of the Process Plan had been effected in terms of the regulations outlined in Chapter 5 of the Municipal Systems Act, 2000 (Act No. 32 of 2000) MSA. COGTA also has set out a guide for formulation of the Process Plans. The preparation of a Process Plan, which is in essence the IDP preparation process set out in writing, requires adoption by Council and advertisement thereafter. This plan will include the following:

- An indication of the organizational arrangements for the IDP process;
- Participation of civil communities, organs of state, traditional councils, and other role players in the IDP drafting process;
- Appropriate mechanisms, processes and procedures for consultation;
- Mechanisms and procedures for vertical and horizontal alignment;
- A programme specifying the time frames for the different planning steps;
- IDP Meetings;
- Cost estimates for the Planning Process; and
- Binding plans and planning requirements, i.e. policy and legislation.

2.1.2 First Quarter (July - September)

The first quarter of the municipal financial year serves as the commencement of the implementation of the new budget and reviewed IDP while it is the start of the review process of the IDP for the following year. The most significant actions relates to the closure of the financial year that has lapsed, thus 2017/2018. This refers to the annual audit report that needs to be submitted to the Auditor-General, which is normal practice irrespective of the term of Local government.

As part of the financial audit report, or as a separate report, the Municipality will need to prepare and submit an annual performance report. This report or a similar report will need to be tabled at a public meeting as per MSA regulations during this period.

The 2018/2019 IDP Process Plan was adopted by the Municipality during this period and for all practical considerations not deviate substantially from year to year.

IDP, OPMS and Budget Broad Action Plan

1 st Quarter	IDP	OPMS	BUDGET
JULY	▪ IDP implementation (2017/2018) ▪ Preparation of the IDP Process Plan for the 2018/19 IDP. ▪ Submission of the IDP Process Plan for assessment and comment by the DCOGTA ▪ IDP Process Plan 2018/19 for the 2018/19 IDP preparation finalized and adopted by the Council.	▪ 4th quarterly review due (2017/2018) ▪ Section 57 Employees performance contracts signed.	▪ Approval of budget implementation plan by the Mayor or the Executive.
AUGUST	▪ Advertisement of the council adopted IDP process plan (MSA S28) ▪ Commencement of IDP Analysis Phase (Ward based consultation sessions) ▪ First IDP Steering Committee Meeting	▪ Launch campaign to publish performance ▪ OPMS citizens report compiled	▪ Municipal Manager to submit annual financial statements to the AG for auditing (MFMA S126) ▪ Mayor to table Budget Timetable

1st Quarter	IDP	OPMS	BUDGET
	First District IDP RF Meeting convenes –		
SEPTEMBER	- First IDP Representative Forum - Continuation of IDP Analysis Phase (internal assessment) - Tabling of the Status Quo Report - First District Planners Forum Meeting – September - Commencement of IDP Strategies Phase	- First quarterly review due - PMS Audit Committee appointed	Determination of revenue projections and draft initial allocations to powers and functions and departments for the 18/19 Financial Year.

2.1.3 Second Quarter (October - December)

During this period, any new relevant information impacting on the Local Municipality and the IDP will be considered as part of the new IDP preparation. Although there will be changing circumstances throughout the annual business cycle of the Municipality this will inform the current status quo of the Municipality and subsequently the revised objectives, strategies and priority projects.

During this quarter, the draft budgets of national and provincial government should be finalized. This will then serve as the principal action which would inform and initialize the commencement of the Local Municipal budgetary process.

IDP, PMS and Budget Broad Action Plan

2nd Quarter	IDP	OPMS	BUDGET
OCTOBER	- Evaluation of changed circumstances - Second IDP Steering Committee Meeting - Continuation of IDP Strategies Phase	1st quarterly review due 2018/19 - Inform the IDP Preparation Process of KPA, objectives and strategies	Review of national policies and budget plans and potential price increase of bulk resources

2 nd Quarter	IDP	OPMS	BUDGET
	▪ Development of sector Plans initiation ▪ District Planners Forum Meeting – November ▪ IDP/Budget Roadshow or Mayoral Imbizo – 21-30 October/November/December (CD 27 and all LMs)		
NOVEMBER	▪ Continuation of development of objectives and strategies ▪ Commencement of IDP Projects Phase	▪ Inform the IDP Preparation Process of KPA, objectives and strategies	▪ Initial budget review, taking into account the development of IDP objectives, strategies and projects ▪ National and Provincial departments prepare final draft budgets
DECEMBER	▪ Continuation of IDP Projects Phase ▪ Second IDP RF Meeting - December ▪ Completion of Projects Proposals to inform Municipal, Provincial and National budget processes ▪ Third District IDP Alignment Meeting convenes ▪ District IDP RF Meeting – December 2016	▪ Inform the IDP Preparation Process of KPA, objectives and strategies	▪ Accounting Officer and senior officials consolidate and prepare proposed budget and plans for 16/17 FY taking into account previous year's performance as per audited financial statements (commencement of draft budget) ▪ Council approves tariffs for 16/17 Financial Year

2.1.4 Third Quarter (January - March)

Due to the linkage between the IDP process and the budgeting process, the IDP preparation, which commenced at an earlier, could now more relevantly be drawn to a conclusion. During this period the draft IDP will be approved by the council and, the council approved draft IDP will be advertised for public comments, for the legislative period of 21 days.

As the final budgets of national and provincial government will be done during this period, and the Gazetting of these anticipated, the draft IDP document for the next financial year could be presented to council and public as a final draft document.

At this stage, the performance management system will have concluding functions into the IDP. Consideration of the previous four quarters, inclusive of the findings of the annual evaluation of the PMS of the previous financial year will inform the finalization of the draft IDP.

Table Showing IDP, PMS and Budget Broad Action Plan

3rd Quarter	IDP	OPMS	BUDGET
JANUARY	▪ Continuation of Projects Planning ▪ Continuation of Sector Planning ▪ Commencement of the IDP Alignment phase. ▪ District Planners Forum meeting – January	▪ 2nd quarterly review due 2018/19 ▪ Bi-annual report preparation ▪ Mid- Year Assessment Report tabled to Council. ▪ Table in Council the Annual report of the Municipality for the year ended 30 June 2018.	▪ Review of proposed National and Provincial allocations to the Municipality for incorporation into the draft budget for tabling (Proposed National and Provincial allocations for three years must be made available by 20 January of each year) MFMA s 36 ▪ Review all aspects of budget including any unforeseen & unavoidable expenditure in light of need for an adjustments budget. ▪ Consider mid-year (Sec 71 & 72) Reports, review implementation of budget & SDBIP.
FEBRUARY	▪ Integration of Processes ▪ Third IDP Steering Committee Meeting ▪ Finalization of draft IDP document ▪ District IDP RF meeting – February 2018	▪ Baseline information survey ▪ Tabling of the oversight report.	▪ Submission to Mayor proposed budgets and Plans for the next three years- budget taking into account the recent mid-year review and any corrective measures proposed as part of the oversight report for the previous years audited financial statements and annual reports. ▪ Submit the tabled adjustments budget to the Provincial & National Treasury.

3 rd Quarter	IDP	OPMS	BUDGET
MARCH	▪ Third IDP Representative Forum Meeting convenes March 2019 ▪ Adoption of the draft IDP by the council. ▪ Advertisement of the draft IDP Review (21-day notice period) ▪ Submission of the draft IDP document for assessment by sector departments	▪ Finalization of baseline information survey ▪ Consider & approve, reject or refer back the annual report at a Council meeting. ▪ Adopt an oversight report providing comments on the annual report.	▪ Table in Council the annual budget and all supporting documents ▪ Accounting Officer publishes tabled budget, plans and proposed revisions to IDP, invites public comments and submits to National Treasury (NT) and Provincial Treasury (PT) MFMA S22 & 37; MSA Ch 4 as amended ▪ Review of changes in prices for bulk resources as communicated by 15 March – MFMA s 42 ▪ 90 day municipal budget process commences – MFMA s 16, 22, 23, 87; MSA s 34

2.1.5 Fourth Quarter (April - June)

During this period, the national and provincial government departments should gazette its allocations to the respective municipalities, which could be regarded as part of the comments received on the final draft IDP document. With this information officially available to municipalities, the IDP process could accurately be concluded and adopted by Council. The budget, as an integral part of the IDP, could now be finalised as per the relevant legislation.

One of the principal reasons for finalising the IDP during this quarter, and not the previous quarter, is the time gap between the end of March and the beginning of July (the new municipal financial year). It is anticipated that only minor changes will occur during the fourth quarter, but it will ensure that all the information in the IDP is up to date when its implementation commences.

The IDP will be submitted to the MEC during the month of June and this will allow the Municipality the next three quarters to consider the comments by the MEC as part of its next review.

The final budget will be adopted at the same time as the IDP and it is proposed that the budget and the IDP include clear cross reference to each other.

Table Showing IDP, PMS and Budget Broad Action Plan

4th Quarter	IDP	OPMS	BUDGET
APRIL	- Assessment of the IDP by sector departments - Feedback consultation session - Forth IDP Steering committee Meeting - Consideration of inputs following 21 day notice period - District IDP RF Meeting – April 2017	3rd quarterly review due - Submit the Annual report & the oversight report to the Provincial Legislature. - Publicize the oversight report.	- Accounting officer assists the Mayor in revising budget documentation in accordance with consultative processes and taking into account the results from the third quarterly review of the current year - Consultation with National and Provincial treasuries to finalize sector plans for water, sanitation, electricity etc. – MFMA s 21 - Review quarterly projections for period ending 31 March 2017 for service delivery and Budget Implementation Plan and compare actual performance to objectives, in conjunction with preparation of section 52 reports.
MAY	Fourth IDP RF Meeting June 2017 - Consideration of gazette budgets from National and Provincial Government Departments - Consideration of inputs from assessment by sector departments - Council adoption of 2017/18 IDP/Budget document	- Service Delivery and scorecards targets set for the next financial year - Annual strategic targets broken down to quarterly targets	- Public hearings on the budget and Council debate - Council considers views of the community, NT, PT and other Provincial and National organs of the state and municipalities - Accounting Officer assists the Mayor in preparing the final budget documentation for consideration and approval at least 30 days before the start of the budget year taking into account consultative processes and any other new information of material nature - Mayor to be provided with an opportunity to respond to submissions during consultation budget amendments for Council consideration - Council to consider approval of budget and plans at least 30 days before start of budget year – MFMA s 23, 24, MSA Ch. 4 as amended
JUNE	Advertisement of the council adopted IDP.	Approval of services and strategic	Council to approve annual budget by resolution, setting taxes and tariffs, approving changes to IDP and budget

4 th Quarter	IDP	OPMS	BUDGET
	▪ Submission of Council adopted IDP document to the MEC for noting and comment.	scorecard targets ▪ Review and conclusion of HOD performance contracts ▪ Audit Committee meeting for informing the annual performance report.	related policies, approving measurable performance objectives for revenue by source expenditure by vote before start of budget year – MFMA s 213, 24; MSA Ch. 4 as amended ▪ Accounting Officer of the Municipality publishes adopted budget and Plans – MFMA s 69; MSA s57 ▪ Accounting Officer submits to the Mayor no later than 14 days after approval of the budget a draft of the SDBIP and annual performance agreements required by s 57 (1) (b) of the MSA MFMA s 69; MSA s 57 ▪ The Mayor approves the SDBIP within 28 days after approval of the budget and ensures that annual performance contracts are concluded in accordance with s 57 (2) of the MSA. ▪ submits the approved SDBIP and draft performance agreements to the Mayor for the submission to MEC for Local Government and makes public within 14 days after approval – MFMA s 53; MSA s 38-45, 57 (2) ▪ Council finalizes a system of delegations – MFMA s 59, 79, 82; MSA s 59-65

2.2 Detailed Budget Process

Table Showing Details Budget Process

KEY ACTIVITIES AND TIMEFRAMES		
Mayor to Table in Council 10 Months Prior to Start of Budget Year		
	Mayor and Council	Administration - Municipality
July	Mayor begins planning for next three-year budget in accordance with co-ordination role of budget process MFMA s 53 Planning includes review of the previous years' budget process and completion of the Budget Evaluation Checklist	Accounting officers and senior officials of municipality and entities begin planning for next three-year budget MFMA s 68, 77 Accounting officers and senior officials of municipality and entities review options and contracts for service delivery MSA s 76-81
August	Mayor tables in Council a time schedule outlining key deadlines for: preparing, tabling and approving the budget; reviewing the IDP (as per s 34 of MSA) and budget related policies and consultation processes at least 10 months before the start of the budget year. MFMA s 21,22, 23; MSA s 34, Ch. 4 as amended Mayor establishes committees and consultation forums for the budget process	
September	Council through the IDP review process determines strategic objectives for service delivery and development for next three-year budgets including review of provincial and national government sector and strategic plans	Budget offices of municipality and entities determine revenue projections and proposed rate and service charges and drafts initial allocations to functions and departments for the next financial year after taking into account strategic objectives

KEY ACTIVITIES AND TIMEFRAMES		
Mayor to Table in Council 10 Months Prior to Start of Budget Year		
	Mayor and Council	Administration - Municipality
		Engages with Provincial and National sector departments on sector specific programmes for alignment with municipalities plans (schools, libraries, clinics, water, electricity, roads, etc.)
October		Accounting officer does initial review of national policies and budget plans and potential price increases of bulk resources with function and department officials MFMA s 35, 36, 42; MTBPS
November		Accounting officer reviews and drafts initial changes to IDP MSA s 34
December	Council finalizes tariff (rates and service charges) policies for next financial year MSA s 74, 75	Accounting officer and senior officials consolidate and prepare proposed budget and plans for next financial year taking into account previous years performance as per audited financial statements
January	Entity board of directors must approve and submit proposed budget and plans for next three-year budgets to parent municipality at least 150 days before the start of the budget year MFMA s 87(1)	Accounting officer reviews proposed national and provincial allocations to municipality for incorporation into the draft budget for tabling. (Proposed national and provincial allocations for three years must be available by 20 January) MFMA s 36
February	Council considers municipal entity proposed budget and service delivery plan and accepts or makes recommendations to the entity MFMA s 87(2)	Accounting officer finalizes and submits to Mayor proposed budgets and plans for next three-year budgets taking into account the recent mid-year review and any corrective measures proposed as part of the oversight report for the previous years

KEY ACTIVITIES AND TIMEFRAMES		
Mayor to Table in Council 10 Months Prior to Start of Budget Year		
	Mayor and Council	Administration - Municipality
		audited financial statements and annual report Accounting officer to notify relevant municipalities of projected allocations for next three budget years 120 days prior to start of budget year MFMA s 37(2)
March	Entity board of directors considers recommendations of parent municipality and submit revised budget by 22nd of month MFMA s 87(2) Mayor tables municipality budget, budgets of entities, resolutions, plans, and proposed revisions to IDP at least 90 days before start of budget year MFMA s 16, 22, 23, 87; MSA s 34	Accounting officer publishes tabled budget, plans, and proposed revisions to IDP, invites local community comment and submits to NT, PT and others as prescribed MFMA s 22 & 37; MSA Ch. 4 as amended Accounting officer reviews any changes in prices for bulk resources as communicated by 15 March MFMA s 42
April	Consultation with national and provincial treasuries and finalize sector plans for water, sanitation, electricity etc. MFMA s 21	Accounting officer assists the Mayor in revising budget documentation in accordance with consultative processes and taking into account the results from the third quarterly review of the current year
May	Public hearings on the budget, and council debate. Council consider views of the local community, NT, PT, other provincial and national organs of state and municipalities. Mayor to be provided with an opportunity to respond to submissions during consultation and table amendments for council consideration. Council to consider	Accounting officer assists the Mayor in preparing the final budget documentation for consideration for approval at least 30 days before the start of the budget year taking into account consultative processes and any other new information of a material nature

KEY ACTIVITIES AND TIMEFRAMES		
Mayor to Table in Council 10 Months Prior to Start of Budget Year		
	Mayor and Council	Administration - Municipality
	approval of budget and plans at least 30 days before start of budget year. MFMA s 23, 24; MSA Ch 4 as amended Entity board of directors to approve the budget of the entity not later than 30 days before the start of the financial year, taking into account any hearings or recommendations of the council of the parent municipality MFMA s 87	
June	Council must approve annual budget by resolution, setting taxes and tariffs, approving changes to IDP and budget related policies, approving measurable performance objectives for revenue by source and expenditure by vote before start of budget year MFMA s 16, 24, 26, 53 Mayor must approve SDBIP within 28 days after approval of the budget and ensure that annual performance contracts are concluded in accordance with s 57(2) of the MSA. Mayor to ensure that the annual performance agreements are linked to the measurable performance objectives approved with the budget and SDBIP. The mayor submits the approved SDBIP and performance agreements to council, MEC for local government and makes public within 14 days after approval. MFMA s 53; MSA s 38-45, 57(2)	Accounting officer submits to the mayor no later than 14 days after approval of the budget a draft of the SDBIP and annual performance agreements required by s 57(1) (b) of the MSA. MFMA s 69; MSA s 57 Accounting officers of municipality and entities publishes adopted budget and plans MFMA s 75, 87

KEY ACTIVITIES AND TIMEFRAMES		
Mayor to Table in Council 10 Months Prior to Start of Budget Year		
	Mayor and Council	Administration - Municipality
	Council must finalize a system of delegations. MFMA s 59, 79, 82; MSA s 59-65	
<u>Abbreviations:</u> IDP - Integrated Development Plan; MFMA - Local Government: Municipal Finance Management Act, No. 56 of 2003; MSA - Local Government: Municipal Systems Act, No. 32 of 2000, as amended; MTBPS - National Treasury annual publication, Medium Term Budget and Policy Statement; NT - National Treasury; PT - Provincial Treasuries; SDBIP - Service Delivery and Budget Implementation Plan		

2.3 IDP Public Participation

Public participation is important to determine the exact needs that exist in the communities in relation to the developmental priorities during the public meetings and information gathering. Mtubatuba Municipality utilizes the following mechanisms for public participation when developing its IDP:

- **IDP Representative Forum (IDP RF):** This forum represents all stakeholders and key interested and affected parties. This includes the ward committees, Amakhosi, Non-Governmental Organizations (NGOs), Community Based Organizations (CBOs), etc.
- **Media:** Local newspapers are used to inform the public about progress with the IDP and to invite comments on the process plan, draft IDP and final adoption of the IDP.
- **Radio Slots:** The community radio station is used to make public announcements where necessary.
- **Mtubatuba Website:** Mtubatuba website will also be utilized to communicate and inform the community. Copies of the IDP and Budget are placed on the website for people and service providers to download.
- **Ward Committees:** Mtubatuba Municipality has adopted the Ward Committee policy which has resulted to the establishment of ward committees. The Municipality considers ward committees as one of the institutional bodies to fast-track service delivery. They are represented in the IDP RF meetings and their input is always considered. They are also being used to disseminate the information about the agenda of the Municipality.
- **Municipal Notice Boards:** Used to inform stakeholders about critical IDP meetings as well as important notices.
- **Community Road Shows:** Mtubatuba Municipality has held community road shows to publicise the draft IDP and budget after the approval in March 2018.
- **Information Sheet/Brochures/Pamphlets:** Any of these is used to communicate the IDP and Budget related activities to the communities.

Table Showing Specific dates for events that have been mentioned in the previous section

ACTIVITY	DATE	VENUE
1. District IDP RF Meeting	August 2017	District offices
2. IDP Steering Committee meeting	August 2017	Municipal Boardroom
3. First IDP RF meeting	September 2017	Municipal Council Chamber
4. District IDP Planners Forum Meeting	September 2017	District offices
5. District IDP Steering Committee meeting	September 2017	District offices
6. IDP Steering Committee Meeting	October 2017	Municipal Boardroom
7. Budget/IDP Road Show	October 2017	To be confirmed with DC 27
8. District IDP Steering Committee meeting	November 2017	District offices
9. Second IDP RF meeting	December 2017	Municipal Council Chamber
10. District Planning Forum Meeting	January 2018	District offices
11. District IDP Steering Committee	January 2018	District offices
12. Third IDP RF meeting	March 2018	Municipal Council Chamber
13. District IDP Steering Committee Meeting	N/A	N/A
14. Adoption of reviewed IDP/Budget (Draft)	March 2018	Municipal Council Chamber
15. IDP Steering Committee meeting	April 2018	Municipal Boardroom
16. District Planning Forum Meeting	April 2018	District offices
17. District IDP R Forum Meeting	April 2018	District offices
18. IDP Consultative Session (Feedback)	April 2018	To be determined
19. District IDP Steering Committee Meeting	May 2018	District offices
20. IDP Final adoption by council	May 2018	Municipal Council Chamber
21. Fourth IDP RF Meeting	30 June 2018	Municipal Council Chamber

For more detailed information on events that will be taking place across the entire Local Municipality (other than IDP meetings) a calendar with all events can be made available upon request.

IDP /Budget (Feed Back) Mayoral Imbizo per Cluster

Table Showing IDP /Budget (Feed Back) Mayoral Imbizo per Cluster

DATE	VENUE	WARDS	TIME
April 2018	Mtubatuba town hall/ Nordale Hall	1 to 20	11 H00

IDP Representative Forum Meeting & IDP Steering Committee

Table Showing IDP Rep Forum Meeting & IDP Steering Committee

ACTIVITY	DATE	VENUE
First IDP RF Meeting	October 2017	Municipal Council Chamber
First IDP Steering Committee	January 2018	Mtubatuba Library Activity Room
Second IDP Steering Committee	March 2018	Mtubatuba Library Activity Room
Second IDP RF Meeting	March 2018	Municipal Council Chamber
Third IDP Steering Committee	May 2018	Mtubatuba Library Activity Room
Third IDP RF Meeting	May 2018	Municipal Council Chamber

2.4 MEC Comments 2017/2018

Mtubatuba Municipality acknowledges the MEC's Comments made in respect of the 2017/2018 IDP Review and Auditor General's Report of 2016/2017. The comments have proved fundamental in enriching the process towards the compilation and content of this IDP.

2.4.1 Addressing MEC Comments

In January 2018, the Mtubatuba Municipality looked at all the issues that were raised by the MEC and addressed each issue accordingly. Mtubatuba Municipality's Back-to-Basics Support Plan is critical in addressing the issues that are lacking and affecting the service delivery as required in the Local government sector. The IDP process provides an opportunity for the Municipality to debate and agree on a long term vision and strategy that set the context for objectives and strategies.

The intention of the IDP is not to repeat the general information in the previous documents, but to focus on the relevance of identified key strategic development priorities that need attention within the Municipality. On the above note, Mtubatuba Municipality will direct its focus at implementing

projects and programmes deriving from the community ward needs conducted in January 2018 and strategies from the 2017/2018 Integrated Development Plan (IDP). This will be achieved through innovatively solving challenges the Municipality is faced with as a medium capacity municipal entity.

In addition to the above, the forth generation of Mtubatuba IDP is drafted along the seven Provincial Growth and Development Strategy (PGDS) goals (revised 2016 PGDS). Lastly, the IDP will also link the goals listed below with the Key Performance Areas.

The seven PGDS goals are:

- Inclusive economic growth;
- Human resource development;
- Human and community development;
- Strategic infrastructure;
- Environmental sustainability;
- Governance and policy; and
- Spatial equity.

2.5 Findings and Recommendations of the Auditor General

Mtubatuba Municipality acknowledges the findings and recommendations of the Auditor General made in respect of the 2016/2017 Financial Year. The comments were instrumental in enriching the process towards the compilation and content of this IDP. To this end, therefore, an AG action plan has been developed to address all issues raised in the Audit Report.

2.6 Our Long Term Vision

2.6.1 Vision Statement

“To be a dynamic municipality, delivering quality services and responding to community challenges by 2035”.

2.6.2 Mission Statement

In order to achieve the above vision, Mtubatuba Municipality is committed to working with it's communities and stakeholders at large:

- Delivering **basic services** in a sustainable manner;
- Investing in new infrastructure;
- Creating conducive environment for **economic growth & development**;
- Encourage active citizenry and public participation; and
- Maintaining the globally **renowned heritage site and tourist** destination through environmental management.

2.6.3 Core Values

The *Batho-Pele* Principles are central to the operations of the Mtubatuba Municipality and, they therefore, inform the relations and interaction between the Municipality and its customers, community and other stakeholders. The following are the values upon which the Municipality operates:

- Professionalism;
- Transparency;
- Innovation;
- Excellence; and
- Integrity.

2.7 Key Challenges Facing the Municipality & Interventions

KPA-1: Municipal Transformation and Institutional Development	
Challenges	Interventions
Lack of capacity in the Local Labour Forum	Training & capacitation of LLF to improve
Limited budget for Councillors and staff training	Source funding for training of staff and councillors
KPA-2: Basic Service Delivery and Infrastructure Development	
Ageing of infrastructure	Developed a Comprehensive Infrastructure Plan (CIP) and need additional funding to implement the CIP. (National Treasury/Provincial Treasury/Department of Energy/COGTA/Private Sector
Inadequate funding for infrastructure development	Source funding to implement CIP from relevant funding sources/sector departments
Inadequate operations and Maintenance of plants	Hiring of plants for a three (3) year contract to prevent going for advert always as the turnaround time is long.
Backlog in Road Rehabilitation	Proper traffic count and comprehensive Pavement Management System need to be done
Limitation of Grants	Application of additional type of grants such as small town rehabilitation / development.
Lack of Spatial (Referencing) Capturing of capital projects (Mapping)	Appointment of a GIS Specialist to undertake spatial capturing-geo-referenced data for all capital projects
Housing backlog and lack of implementation of the Housing Sector Plan	A service provider for the review of the housing sector plan has since been appointed. The housing sector plan will be completed
Non-functionality of IGR Structure	Strengthening of IGR structure

KPA-3: Social & Economic Development	
Water crisis	To create an enabling environment in relation to water usage to reduce the negative impact resultant from the water crisis.
Review of LED Strategy	To facilitate growth and development within the Municipality. To alleviate poverty and create jobs. To investigate strategies for attracting new businesses and retaining existing ones. To facilitate land reform and agricultural development. A service provider to review the LED Strategy has since been appointed.
Strengthening of LED Forum	Identification of all relevant of LED Structures and ensure they are up and running by way of meetings that sit.
KPA-4: Municipal Financial Viability and Management	
Reliance on government grants	To ensure that the Municipality is financially viable by exploiting new sources of revenue and consolidating debt management processes
Lack of reliable revenue base	To manage municipal finances in an efficient and cost-effective manner to maximize value for all municipal resources. Data cleansing to ensure the accuracy of information To ensure accurate and reliable billing
Unqualified Audit Opinion	To strive for a Clean Audit Opinion
KPA-5: Good Governance and Public Participation	
Poor functioning of IGR structures	To strengthen good relations with the District Municipality, Provincial and National Departments, service providers and strategic partnerships To streamline decision making processes and implementation To facilitate community development and involvement in all aspects of local governance. To ensure higher levels of community participation and understanding of powers and functions as well as constraints and opportunities

Gaps within the municipalities' communication strategy.	To develop an effective internal and external communication strategy
Draft <i>Batho Pele</i> Policy Framework and Service Delivery Improvement Plan.	Adhere to the <i>Batho Pele</i> Policy Framework and Service Delivery Improvement Plan
KPA-6: Cross Cutting Interventions	
Lack of Integrated Spatial Plans	Review SDF and address the MEC-IDP Comments 2018/2019
Local MPT has not been established	The municipalities in the district resolved to have a District Joint MPT, to speed up JMPT agreements by LMs and the District Municipality

2.8 What are We Going to Do to Unlock and Address Challenges?

KPA 1. Municipal Transformation and Organisational Development			
Goal	Strategic Objectives	Strategies/Projects	Responsibility
To build competent human capital for the development of Mtubatuba	To provide effective and efficient human resource management aimed at achieving a skilled workforce that is responsive to service delivery and change	Implementation of the Human Resource (HR) Council adoption of the Employment Equity Plan Adoption of Workplace Skills Plan (WSP) Filling of critical positions	Corporate Services
	To ensure effective and efficient administrative services	Conduct an assessment on provision of administrative support	

KPA 2: Basic Service Delivery and Infrastructure Development			
Goal	Strategic Objectives	Strategies/Projects	Responsibility
To build new and maintain the existing infrastructure to ensure sustainable services (Water and sanitation, Electricity, Roads, Housing and	To provide high quality infrastructure network to support improved quality of life and economic growth	Planning and implementation of support programmes aimed at Improving coverage and quality of infrastructure within the Municipality. Maintenance of existing Infrastructure to ensure sustainable services and new	Technical Services Department

Waste Management)		infrastructure development. Provision of free basic services to registered indigents. Increase in the number of households with electricity connections. Facilitation of low-cost houses through the review, adoption and implementation of the housing sector plan. Implementation of integrated waste management plan and collection of waste from households and businesses.	
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KPA 3: Local Economic Development and Social Development

Goal	Strategic Objectives	Strategies/Projects	Responsibility
To create a conducive and enabling environment for economic growth and development	Promoting SMME, Entrepreneurial and youth development Enhance spatial economic development	Review/Development and implementation of LED Strategy Job creation through EPWP and CWP Programmes Training of LED Structures and support	LED and Planning Department

KPA 4: Good Governance and Public Participation

Goal	Strategic Objectives	Strategies/Projects	Responsibility
To promote good governance and public participation	To ensure excellence in governance and leadership	Establishment of Risk Management Unit, Risk Management Committee, Development of Risk Register, Implementation and Monitoring of Risk Register. Co-ordination of committees responsible for oversight in the Municipality. Regular public participation in municipal activities and programmes (where applicable). Implementation of IGR	Office of the Municipal Manager

		programmes Co-ordinate council committees and structures Implement internal audit systems Coordinate IDP and PMS processes Coordination of Back-to-basics programme Implementation of Batho Pele Policy Framework and Service Delivery Improvement Plan	
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KPA 5: Financial Viability and Financial Management			
Goal	Strategic Objectives	Strategies/Projects	Responsibility
To promote municipal financial viability and management	To ensure effective and efficient municipal financial management	Improved audit opinion.	Finance Department
		Aligned budget with IDP.	
		Efficient financial management and reporting.	
		Improved revenue collection.	
		Improved asset management.	
		Develop and implement cash flow management plans.	
	To ensure a fully-capacitated Budget and Treasury office	Monitoring of MFMA implementation.	
		Develop and implement cash and credit management plans.	
		Develop a credible budget and report in accordance with the provisions of the MFMA.	
	To ensure an effective advisory role to management and council	Filling of all critical posts within the Department.	
		Development of a Procurement Plan.	
		Development of Budget steering committee and ensure MSCOA Implementation.	

KPA 6: Cross Cutting Interventions (spatial equity)			
Goal	Strategic Objectives	Strategies/Projects	Responsibility
To promote integrated and sustainable environment	Ensure integrated land management use across the Municipality, ensuring equitable access to goods and services, attracting social and financial investment	Maintain and improve the environmental integrity of the Municipality and its resources Implement a functionally structured spatial development pattern guided by identified nodes and corridors through an effective land use management system Facilitate fully coordinated planning and development activities of the Municipality Conduct an assessment on effectiveness of prevention, mitigation and response to Disasters of the Municipality Ensure compliance with all spatial and Environmental legislations	Planning & Economic Development Department

2.9 What to Expect From Mtubatuba Municipality Over the Next Five Years?

Key Performance Area	Issues Addressed / To Be Addressed
KPA 1: Municipal Transformation and Organizational Development	Support skills development through economic growth
KPA 2: Basic Service Delivery and Infrastructure Development	Ensure access to affordable, reliable, sustainable and modern energy for all
KPA 3: Local Economic Development	Improve the efficiency, innovative and variety of government led job creation programmes
KPA 4: Municipal Financial Viability and Management	Building government capacity
KPA 5: Good Governance and Public participation	Promote participative, facilitative and accountable governance
KPA 6: Cross Cutting Interventions	Ensure integrated land management use across Mtubatuba Municipality, ensuring equitable access to goods and services, attracting social and financial management

Capital Projects and Approved Grants

Grants Performance 2017/2018					
Grant Name	Source of Funding	Project Name	Budget	Financial Year	Status
Municipal Infrastructure Grant	CoGTA	Mtubatuba Traffic Centre	R 21,245,370.60	2018	Construction Stage
Municipal Infrastructure Grant	CoGTA	Makhambane Hall	R 2,502,054.90	2018	Construction Stage
Municipal Infrastructure Grant	CoGTA	Mpandleni Community Hall	R 2,000,000.00	2018	Construction Stage
Municipal Infrastructure Grant	CoGTA	KwaMsane Civic Center	R 11,979,611.00	2018	Complete
Municipal Infrastructure Grant		Khula Village High Master Light	R 500,000.00	2018	Construction Stage
Infrastructure Sport Facilities	Department of Sport and Recreation	KwaMsane Sport complex	R 12,675,000.00	2018	Construction Stage
National Electrification Programme	Department of Energy	Esiyembeni Electrification	R 14,600,000.00	2018	Construction Stage
Grants Performance 2018/2019					
Grant Name	Source of Funding	Project Name	Budget	Financial Year	Status
Municipal Infrastructure Grant	CoGTA	Mtubatuba Traffic Centre	R 21,245,370.60	2018-2019	In Progress
Municipal Infrastructure Grant	CoGTA	Makhambane Hall	R 2,502,054.90	2018-2019	In Progress
Municipal Infrastructure Grant	CoGTA	Mpandleni Community Hall	R 2,000,000.00	2018-2019	In Progress
Municipal Infrastructure Grant	CoGTA	Msizi Gravel Road & Causeway Ward 18	R 2,925,867.00	2018-2019	New
Municipal Infrastructure Grant	CoGTA	Vilavoco to Khowane Access Road Ward 7	R 7,095,702.00	2018-2019	New
Municipal Infrastructure Grant	CoGTA	KwaMsane Sport complex	R 14,000,000.00	2018-2019	New
Municipal Infrastructure Grant	CoGTA	Mambuka Access Road Ward 8	R 5,250,612.00	2018-2019	New
Municipal Infrastructure Grant	CoGTA	Mgangatho Access Road Ward 12	R 2,879,501.24	2018-2019	New
Municipal Infrastructure Grant	CoGTA	Bhekamandla Community Hall Ward 11	R 5,060,118.00	2018-2019	New
Infrastructure Sport Facilities	CoGTA and Internal Revenue	KwaMsane Sport complex	R 7,000,000.00	2018-2019	New

Capital Investment Framework

KZN275 Mtubatuba - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding			
	2019/2021 MTREF		
Description	2018/2019 Budget Year	2019/2020 Budget Year	2020/2021 Budget Year
Infrastructure Roads(Msizi gravel,Vilavoco Access road,Mambuka Access Road and Mgangatho access road)	R13 518 879,00	R15 000 000,00	R15 000 000,00
Infrastructure Other(Traffic Station)	R10 650 299,00	R1 000 000,00	R5 000 000,00
Electricity Reticulation	R12 600 000,00	R8 500 000,00	R9 000 000,00
Street Lighting	R500 000,00	R2 000 000,00	R2 000 000,00
KwaMsane Sportsfields	R -	R3 000 000,00	R3 000 000,00
Community Assets (Bhekamandla, Makhambane and Mpandleni community halls)	R5 038 522,00	R5 000 000,00	R 5 000 000,00
Community Assets - KwaMsane Civic Centre	R400 000,00	R500 000,00	R 500 000,00
Bins & Containers	R800 000,00	R1 500 000,00	R 500 000,00
Motor Vehicles (Ammeties And Mayor)	R900 000,00	R1 250 000,00	R1 250 000,00
Office Equipment	R700 000,00	R757 500,00	R15 375,00
Furniture and Fittings	R700 000,00	R857 500,00	R5 375,00
Computer Equipment	R700 000,00	R857 500,00	R765 375,00
Construction of Technical and Community Workshop	R735 000,00	R1 000 000,00	R1 000 000,00
Software	R300 000,00	R -	R -
Total	R47 542 700,00	R 51 222 500,00	R 45 746 125,00

2.10 How Will Our Progress be Measured?

The implementation of the IDP and the measurement of performance of the IDP strategies and projects should align with the performance management system of the organization. The MSA envisages that the IDP will equip the organization, its leaders, managers and workers, as well as all other local stakeholders, in decision-making, monitoring and reviewing the achievements of the Municipality in integrated development planning.

A concurrent process would integrating organizational performance with employee performance, ensuring that the IDP and organizational priorities are inculcated into the performance agreements and contracts with individual employees.

The link between these processes and systems lies in the organizational priorities which have been determined in the preparation of the Performance Management System with the contracts and the way in which they are designed and implemented.

The IDP was compiled on the basis of inputs received from municipal stakeholders, national and provincial policy directives, the current status of service delivery, various strategic plans completed and resources available. The municipal budget was prepared based on the municipal strategic objectives, the requirements applicable to the Municipality in the IDP. These strategies, actions and

financial resources are linked with each other thus ensuring alignment of the municipal budget with the IDP.

These strategies will be used to formulate the service delivery budget implementation plan (SDBIP) and performance indicators for the Mtubatuba Municipality on an annual basis, which will be used to monitor the implementation of the municipal strategies (IDP) and budget. The Municipality's performance will then be assessed and reported on quarterly as well as annually in the Municipality's annual report.

SECTION B:
PLANNING AND DEVELOPMENT PRINCIPLES,
GOVERNMENT POLICIES AND IMPERATIVES.

SECTION B: PLANNING AND DEVELOPMENT PRINCIPLES, GOVERNMENT POLICIES AND IMPERATIVES

3. PLANNING AND DEVELOPMENT

The Integrated Development Planning (IDP) is a process by which Mtubatuba Municipality prepares its strategic development plan for the 2018/19 review. The Integrated Development Planning as an instrument lies at the centre of the new system of developmental local government in South Africa and represents the driving force for making municipalities more strategic, inclusive, responsive and assume a performance-driven character.

The IDP seeks to integrate and balance the economic, ecological and social pillars of sustainability within the Mtubatuba municipal area without compromising the institutional capacity required to implement and co-ordinate the efforts needed across sectors and relevant spheres of government. The IDP is, therefore, the principal strategic planning instrument which guides and informs all planning, budgeting and all development in the Mtubatuba municipal area.

The IDP is also the strategic planning tool of the Municipality and was prepared within the first year after the newly elected Council had been appointed and will be subject to an annual review during the Council's term of office. The priorities and actions identified in this IDP will inform the structure of the Municipality, the service delivery standards, all financial planning and budgeting as well as performance reporting by the Municipality.

3.1 Legislative Framework Towards Achieving IDP Objectives

Municipalities in general function within the realm of an extensive legislative and policy framework that provides prescripts and guidelines for municipal objectives, strategies and programmes to be implemented and aligned with municipal functions. The Mtubatuba Municipality realises that in order to achieve growth and development the budget, programmes and projects must be aligned to development and institutional policy directives.

The Constitution of the Republic of South Africa outlines the type of local government needed. Section 152 and 153 of the Constitution stipulate that local government is in charge of the development process and municipal planning and describes the following objectives of local government:

- To ensure a sustainable provision of services;
- To provide democratic and accountable government for all communities;
- To promote social and economic development;
- To promote a safe and healthy environment;
- To give priority to the basic needs of communities; and
- To encourage involvement of communities and community organisations in matter of local government.

The Municipal Systems Act (MSA) 32 of 2000 requires municipalities to develop Integrated Development Plans (IDPs) which should be single, inclusive and strategic in nature. The IDP of a municipality will guide development within the Council's area of jurisdiction once adopted and the IDP should also be reviewed on an annual basis. In addition, the Act also stipulates the IDP process and the components to be included.

The Local Government: Municipal Planning and Performance Management Regulations of 2001 set out the following minimum requirements for an Integrated Development Plan:

Regulation 2 (1) states that the Municipality's IDP must at least identify:

- the institutional framework, which must include an organogram required for the implementation of the Integrated Development Plan and addressing the internal transformation;
- any investment initiatives in the Municipality;
- any development initiatives in the Municipality, including infrastructure, physical, social and institutional development;
- all known projects, plans and programmes to be implemented within the Municipality by any organ of the state; and
- The key performance indicators set by the Municipality.

Regulation 2 (2) states that an IDP may:

- Have attached to it maps, statistics and other appropriate documents; and
- Refer to maps, statistics and other appropriate documents that are not attached, provided they are open for public inspection at the offices of the Municipality.

Regulation 2 (3) sets out matters/issues that must be reflected in the financial plan that must form part of the integrated development plan.

Regulation 2 (4) states that a spatial development framework reflected in the Municipality's integrated development plan must:

- Give effect to the principles contained in Chapter 1 of the Development Facilitation Act, 1995 (Act 67 of 1995);
- Set out objectives that reflect the desired spatial form of the Municipality;
- Contain strategies and policies regarding the manner in which to achieve the above, which strategies and policies must:
 - Indicate desired pattern of land use within the Municipality;
 - Address the spatial reconstruction of the Municipality; and
 - Provide strategic guidance in respect of the location and nature of development within the Municipality.
- Set out basic guidelines for a land use management system;
- Set out a capital investment framework for the development program within a municipality;

- Contain a strategic assessment of the environmental impact of the spatial development framework;
- Identify programs and projects for the development of land within the Municipality;
- Be aligned to the spatial development frameworks reflected in the integrated development plans of the neighbouring municipalities;
- Must indicate where public and private land development and infrastructure investment should take place;
- May delineate the urban edge; and
- Must identify areas where strategic intervention is required, and must indicate areas where priority spending is required.

Section 21(2) of the Municipal Finance Management Act (Act 56 of 2003) (MFMA) states that, when preparing the annual budget, the mayor of a municipality must:

- Take into account the Municipality's Integrated Development Plan;
- Take all reasonable steps to ensure that the Municipality revises the integrated development plan in terms of section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years;
- Take into account the national budget, the relevant provincial budget, the national government's fiscal and macroeconomic policy, the annual Division of Revenue Act and any agreements reached in the Budget Forum;
- Consult the relevant district municipality and all other local municipalities within the area of the district municipality, if the Municipality is a local municipality;
- The relevant provincial treasury, and when requested, the National Treasury; and
- Any national or provincial organs of state, as may be prescribed; and
- Provide, on request, any information relating to the budget to the National Treasury; and
- Subject to any limitations that may be prescribed, to the national departments responsible for water, sanitation, electricity and any other service as may be prescribed;
- Any other national and provincial organ of states, as may be prescribed; and
- Another municipality affected by the budget.

This section will identify the relationship between the Mtubatuba Integrated Development Plan and the other key planning and policy instruments from the national, provincial and the district government levels. The instruments aligned to the IDP are those perceived to be key, they also have a cross-cutting effect at the other levels of government.

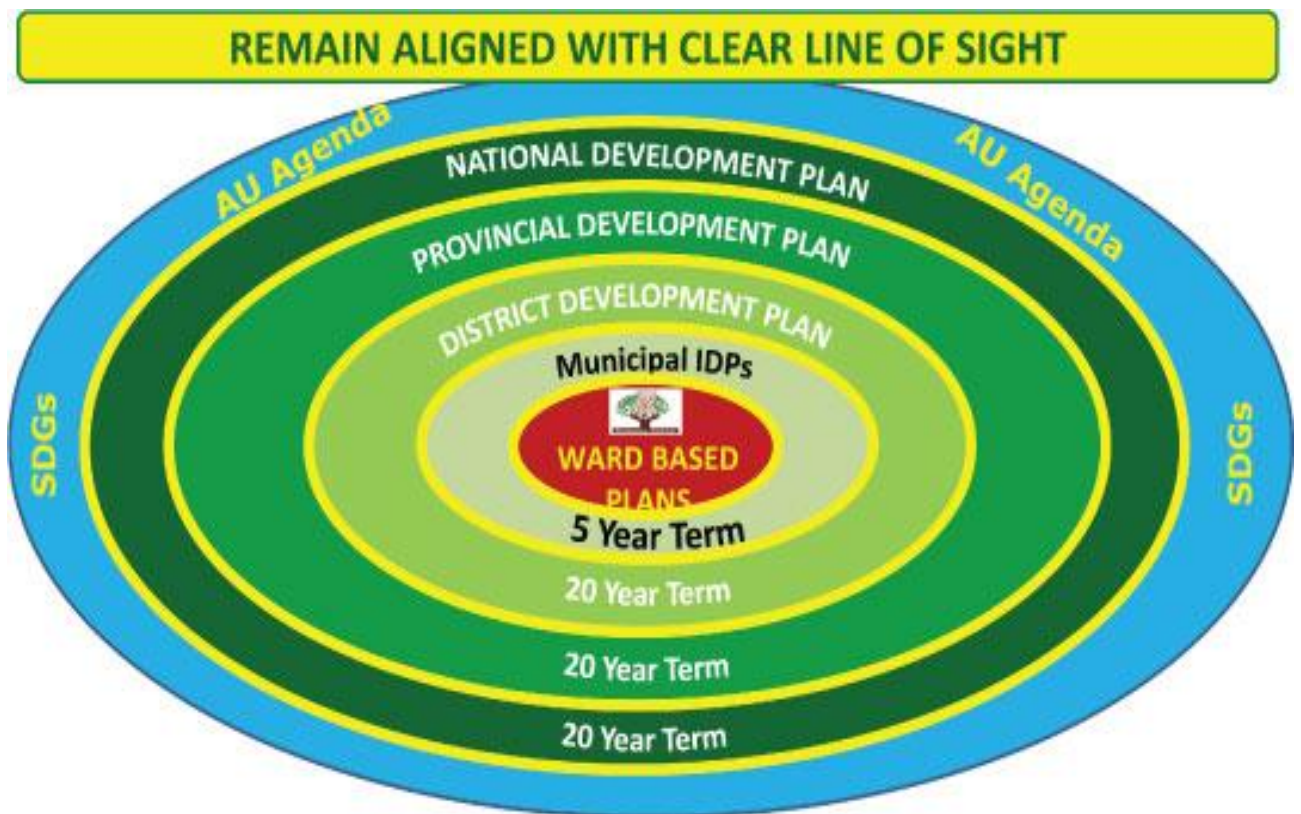


Figure 1 NDP-PGDS/P – DGDP-IDP: Alignment

The figure shows NDP-PGDS/P – DGDP-IDP : Alignment

PLANNING SYSTEMS

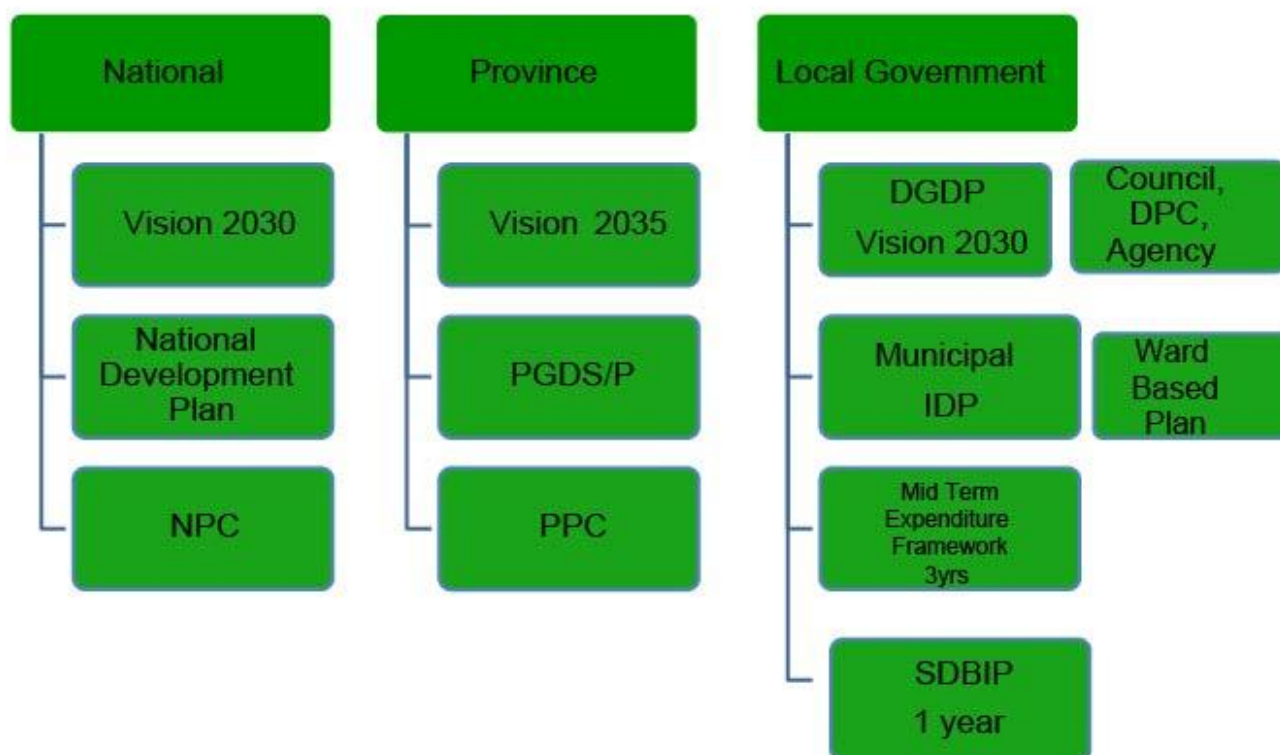


Figure 2 Alignment from NDP-PGDS/P – DGDP-IDP and to ward based planning at local level

The figure shows Alignment from NDP-PGDS/P – DGDP-IDP and to ward based planning at local level

The planning system currently occupies the centre stage at their respective spheres of government and they have an overarching role. One of the key objectives of IDP is to ensure alignment between national and provincial priorities, policies and strategies (as listed below):

- Millennium Development Goals
- National Development Plan (Vision 2030)
- National Spatial Development Perspective
- National Key Performance Areas
- National Outcomes
- Provincial Growth and Development Strategy (2035)
- District Growth and Development Plan

3.2 International Policy Directives: Sustainable Development Goals

The proposed Sustainable Development Goals (SDGs) offer major improvements on the Millennium Development Goals (MDGs). Not only do they address some of the systemic barriers to sustainable development, but they also offer better coverage of, and balance between, the three dimensions of sustainable development – social, economic and environmental – and the institutional/governance aspects. The overall balance is illustrated by four of the goals discussing global environmental issues (climate, water, ecosystems, oceans).

The MDGs dealt only with developing countries and only to a limited degree captured all three dimensions of sustainability. In contrast, the SDGs deal with all countries and all dimensions, although the relevance of each goal will vary from country to country. The SDG process has been a huge step forward through the effort to create universal goals that articulate the need and opportunity for the global community to come together to create a sustainable future in an inter-connected world.

The Sustainable Development Goals (SDG) initiative is aimed at attaining the following goals. Each goal has specific target/s:

Goal 1: End poverty in all its forms everywhere;

Goal 2: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture;

Goal 3: Ensure healthy lives and promote well-being for all at all ages;

Goal 4: Ensure inclusive and equitable quality education and promote life-long learning opportunities for all;

Goal 5: Achieve gender equality and empower all women and girls;

Goal 6: Ensure availability and sustainable management of water and sanitation for all;

Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all;

Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all;

Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation;

Goal 10: Reduce inequality within and among countries;

Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable

Goal 12: Ensure sustainable consumption and production patterns;

Goal 13: Take urgent action to combat climate change and its impacts;

Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development;

Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss;

Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels; and

Goal 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.

National Outcome Delivery Agreements

The Government has agreed on 12 outcomes as a key focus of work from 2014 to date. Each outcome has a limited number of measurable outputs with targets. Each output is linked to a set of activities that will help achieve the targets and contribute to the outcome.

Each of the 12 outcomes has a delivery agreement which in most cases involves all spheres of government and a range of partners outside government. Combined, these agreements reflect government's delivery and implementation plans for its foremost priorities.

Each outcome has been broken into various outputs that stipulate activities to be undertaken towards the achievement of a particular outcome.

3.3 National Outcome Delivery Agreements

Table Showing the 12 National Outcome Delivery Agreements

Outcome	Mtubatuba's Role
Outcome 1: Improved quality of basic education	Although the Municipality is not responsible for basic education, it will from time to time support schools and other learning institutions with learning and other resources. Collaborate with the local colleges to support science, technology and agricultural development. Support will also be given to schools on mining and conservation
Outcome 2: A long and healthy life for all South Africans	The Mtubatuba municipality has a number of special projects aimed at supporting government's initiatives to improve health and life expectancy of citizens
Outcome 3: All South Africans should be and feel safe; there should be decent employment through inclusive growth	Although the Municipality is not directly responsible for crime prevention and safety, community safety campaigns and initiatives are continuously supported

Outcome	Mtubatuba's Role
Outcome 4: Decent Employment through Inclusive Economic Growth	Mtubatuba municipality has adopted the Expanded Public Works Programme in partnership with other sector departments and/or government agencies as an integral part of all its projects in order to create jobs and grow the economy
Outcome 5: An efficient, competitive and responsive economic infrastructure network	Training and development will form the hallmark of the Mtubatuba Council to improve the skills and capacity of the workforce and political structure
Outcome 6: There should be vibrant, equitable, sustainable rural communities with food security for all	Council has identified the absence of economic infrastructure as one of the main weaknesses of the local economy. Mtubatuba Municipality will engage the District to develop an economic infrastructure plan which will form part of the UMkhanyakude District Growth and Development Strategy
Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all	As a predominantly rural area, the Municipality will prioritize agriculture as one of the catalysts of the fight against poverty and hunger
Outcome 8: Sustainable Human Settlements and Improved Quality of Household Life	The Municipality will continue to play a supporting role in the creation of sustainable human settlement through service provision
Outcome 9: A responsive, accountable, effective and efficient Local Government System.	A new approach to planning and implementation has been adopted to ensure that Mtubatuba Municipality responds timely to the needs of the community through a strong partnership with neighbouring municipalities including UMkhanyakude and sector departments
Outcome 10: Environmental assets and natural resources that are valued, protected and continually enhanced.	Encourage partnership with Ezemvelo/KZN Wildlife and Department of Agriculture and Environmental Affairs (Provincial and National) which has been established to address issues of nature conservation and preservation throughout the municipal area
Outcome 11: Create a better South Africa and contribute to a better and safer Africa and World	The Municipality will pursue beneficial partnerships with municipalities in other parts of the country, Africa and beyond
Outcome 12: An efficient, effective and development oriented Public Service and an empowered, fair and inclusive citizenship	The Municipality will contribute to the attainment of the notion of developmental state through active community involvement

The effective implementation of the service delivery agreement will assist in achieving the following imperatives:

- Creating a radical paradigm shift in the management of the public service by aligning service delivery with the values and needs of the public;
- Ensuring a focus on customer value proposition which should entail evaluation of service delivery through the eyes of the customer;
- Providing strong feedback mechanisms on quality and timeliness of service delivery;
- Creating of strong public/private partnerships through involvement of the private sector and civil society in the broad process of policy determination and implementation;
- Unprecedented improvement of the image of government in the eyes of the public by enthusiastically embracing and supporting the process and culture of performance;
- Through the service delivery agreement; COGTA and municipalities commit to the following:
 - The extension of basic services which include water, sanitation, electricity and waste
 - Systems for improved service Management;
 - Creation of job opportunities through the Community Works Programme;
 - Transformation of administrative and financial systems in the municipalities which includes Supply Chain Management and the integration and streamlining all of our internal software systems to ensure uniformity, linkages and value for money;
 - The filling of six critical senior municipal posts in various municipalities namely Municipal Manager, Chief Financial Officer, Town Engineer, Town Planner, Human Resources Manager and Communications manager as the basic minimum for every municipality;
 - That all municipalities in the province will achieve clean audits;
 - Building municipal capacity to enable municipalities to collect 90% of their revenues;
 - Strengthening the organizational performance management delivery and accountability to the communities; and
 - Improving our interaction with the institutions of traditional leaders and integrating the ward-based system of planning and governance with the programme of traditional councils, where they exist.

These talk to the five (5) National Key Performance Areas (KPA's) and should form the basis for every municipality's strategic objectives.

Through the service delivery agreement; the Honorable Mayors of all municipalities commit themselves to the following:

- That they will play their role as outlined in the Municipal Finance Management Act by monitoring the prudent management and utilization of their municipal finances;
- That they will monitor the execution of their municipal Service Delivery and Budget Implementation Plans (SDBIPs) for improved and accelerated service delivery;
- That they will take personal responsibility and accountability for non-delivery to communities;
- That they will ensure every rand spent in their municipalities does what it is earmarked for:
 - That they will advocate for, and actively work, towards corrupt-free municipalities;

- That they will lead by example in their various communities by adhering to ethical standards and professional conduct in their public and private lives;
- That they will render unwavering support to the effective functionality of their newly established Municipal Public Accounts Committees and Audit Committees to ensure that corruption, fraud and mismanagement prevented; and
- That, working with our esteemed traditional leaders, they will work tirelessly in restoring the confidence of the people in the system of local government.

3.4 Paris Agreement

On 12 December 2015, 196 Parties to the UN Framework Convention on Climate Change (UNFCCC) adopted the Paris Agreement, a new legally-binding framework for an internationally co-ordinated effort to tackle climate change. The Agreement represents the culmination of six years of international climate change negotiations under the auspices of the UNFCCC and was reached under intense international pressure to avoid a repeat failure of the Copenhagen Conference that was held in 2009.

The Paris Agreement contains:

- An ambitious collective goal to hold warming well below 2 degrees with efforts to limit warming to 1.5 degrees;
- An aim for greenhouse gas emissions to peak as soon as possible, and to achieve net-zero emissions in the second half of this century;
- A requirement for mitigation measures of individual countries to be expressed in nationally determined contributions (NDCs);
- A process that demands a revision of NDCs at least every 5 years representing progression beyond the last NDCs;
- A mechanism for countries to achieve NDCs jointly, sharing mitigation targets, and a mechanism for countries to cooperate in achieving NDCs. Countries can meet their NDC targets by transferring 'mitigation outcomes' internationally – either in the context of emission trading, or to allow results-based payments;
- A mechanism for private and public entities to support sustainable development projects that generate transferrable emission reductions;
- A framework for enhanced transparency and an expert review of NDCs;
- A Global Stock-take from 2023 and every 5 years thereafter to review progress;
- Encouragement for Parties to implement existing frameworks for REDD+ including through the provision of results-based payments;
- A global goal of enhancing adaptive capacity, strengthening resilience and reducing vulnerability to climate change, and commitment to providing enhanced support for adaptation;
- A decision to adopt the Warsaw International Mechanism for Loss and Damage, noting that the agreement does not involve or provide a basis for any liability or compensation;
- A commitment to a collective goal of providing USD 100 billion per year to 2025, and beyond 2025 with USD 100 billion as a floor. Developing countries are encouraged to provide voluntary support. Public funds will play a 'significant role' in finance, and

- developed countries must report twice a year on levels of support provided;
- An enhanced transparency framework for action and support with built-in flexibility which takes into account Parties' different capacities with the goal to understand climate change action in the light of the objective of the UNFCCC and the Paris Agreements; and
- A non-punitive compliance mechanism that is expert based and facilitative in nature.

3.5 Agenda 2063 (African Aspirations for 2063)

Africans of diverse social formations and in the Diaspora affirmed the AU Vision of “an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena” as the overarching guide for the future of the African continent. Further, they reaffirmed the relevance and validity of the OAU/AU 50th Anniversary Solemn Declaration.

The converging voices of Africans of different backgrounds, including those in the Diaspora have painted a clear picture of what they desire for themselves and the continent in the future. From these converging voices, a common and a shared set of aspirations has emerged:

- A prosperous Africa based on inclusive growth and sustainable development;
- An integrated continent, politically united, based on the ideals of Pan Africanism and the vision of Africa's Renaissance;
- An Africa of good governance, respect for human rights, justice and the rule of law;
- A peaceful and secure Africa;
- An Africa with a strong cultural identity, common heritage, values and ethics;

An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children; and 7. Africa as a strong, united, resilient and influential global player and partner.

3.6 National and Provincial Development Planning and Policy

Chapter 5 of the MSA, in particular, provides instruction on co-operative governance, encouraging municipalities to develop their strategies in line with other organs of state so as to give effect to the five-year strategic plan. It goes further to inform that the IDP must link, integrate and co-ordinate development plans for the Municipality. Resources and capacity must align with the implementation of the plan, forming the foundation on which the annual budget must be based.

The plan must be compatible with national development plans and planning requirements that are binding on the Municipality in terms of legislation. The state has introduced a three-tiered system of integrated planning aimed at ensuring intergovernmental priority setting, resource allocation, implementation, and monitoring and evaluation to achieve sustainable development and service delivery.

The key instruments which constitute this system include at national level the National Development Plan (*Vision for 2030*), the Medium-Term Strategic Framework (MTSF) and the National Spatial Development Perspective (NSDP) as indicative and normative planning instruments; at provincial

level the Provincial Growth and Development Strategy reviewed (PGDS, 2016), supported by Provincial Spatial Economic Development Strategy (PSEDS); the District Growth & Development Plan and at local level the municipal Integrated Development Plan (IDP), which include Spatial Development Framework (SDF). Improvements in spatial analysis has allowed for a clearer basis for spatial priorities to be laid out in the PSEDS. The PSEDS guides the focusing of infrastructure investment in certain spatial areas.

3.7 The National Development Plan

The National Development Plan is a step in the process of charting a new path for the country. The broad goal is to eliminate poverty and reduce inequality by 2030. The National Planning Commission (NPC) has been established and tasked *inter alia* with the formulation of a long-term strategic plan for the South Africa. The plan articulates a long-term vision and a plan for its implementation. It will shape government's service delivery and development programmes, and guide spatial transformation.

In the interim, the national government has adopted various sector based policy frameworks. The majority of these have serious implications for strategic planning at a local level. In view of the rural nature and underdevelopment of Mtubatuba Municipality, that characterises the DLM, only the following are considered:

- The New Growth Path.
- Comprehensive Rural Development Strategy and the associated programme.
- The Comprehensive Plan for the Development of Sustainable Human Settlements.

3.8 The New Growth Path

The New Growth Path identifies unemployment as one of the biggest challenges facing South Africa. In response, it identified areas and sectors where employment creation is possible both vertically and in cross cutting activities.

'Fostering rural development and ensuring regional integration' is identified as one of the key job drivers. Other job creation areas which have been identified include the following:

- Investment in public infrastructure;
- Labour absorbing activities in targeted sectors of the economy;
- Development strategies targeting opportunities within emerging sectors including knowledge and green economies;
- Leverage social capital in the social economic and the public services.

A critical component of the New Growth Path is to ensure that the drivers leverage and re-enforce each other based on their inter-linkages. It further notes that, while the urbanization process will continue, a significant share of the population will remain in rural areas and will be engaged in the rural economy.

3.9 The 2004 Comprehensive Plan for Sustainable Human Settlements

The Comprehensive Housing Plan or the Breaking New Ground in Housing Delivery (the BNG) is a forward looking document approved by National Cabinet in September 2004 to provide a framework for sustainable housing settlements for the coming years. This ten year housing programme is intended to address the housing needs of the people within the context of broader socio-economic needs resulting in sustainable human settlements.

The BNG's key focus is the creation of sustainable settlements — a departure from the first ten years of South Africa's democratic dispensation when the focus was on the quantity of houses delivered. Issues around the quality of houses delivered in the first ten years of the advent of democracy are well documented; and the BNG focuses on the quality dimension of both size and durability of houses delivered. The BNG not only focuses on the improving quality of houses delivered, but also on the creation of sustainable human settlements where people live. In this context, the location of housing especially in relation to economic opportunities is important.

This needs-oriented strategy is supplemented by seven business plans intended to ensure that full development integration is achieved. These plans which are strategic thrusts in themselves are as follows:-

- Stimulating the residential property market;
- Spatial restructuring and sustainable human settlements;
- Social (medium density) housing programme;
- Informal settlements upgrading programmes;
- Institutional reform and capacity building;
- Housing subsidy funding systems reform, and
- Housing and job creation.

This new housing plan will ensure that housing in itself is an economic sector in the sense that it can be used as an instrument for poverty alleviation, job creation, leveraging growth, supporting a residential property market and assisting in spatial-economic restructuring.

Furthermore, the BNG recognises the role of private sector in housing delivery rather than relying only on the government fiscus to address housing backlog in the country.

3.10 Outcome Eight: Sustainable Human Settlements and Improved Quality of Household Life

The NDP says "Settlement patterns should meet the needs and preferences of citizens, taking into account broader social, environmental and economic interests. Travel distances need to be shorter. This means ensuring that a larger proportion of workers live closer to their places of work, and that public transport is safe, reliable, affordable and energy efficient. It means building denser and more liveable cities and towns" (National Planning Commission, 2011).

This poses a challenge to Mtubatuba in that housing should be located closer to other opportunities or provide housing with other opportunities such as employment, services, transport networks etc. If successful it would mean that outcome of eight would have been achieved and people's lives improved tremendously.

The outcome is of critical importance for various reasons. Firstly, it is a requirement of the Constitution and Bill of Rights. Secondly, it is core to human dignity and social stability and is a key enabler of health, education and social cohesion outcomes. Lastly, with good planning, it can also serve as a catalyst for economic development and job creation. Ultimately, the outcomes of the national effort around human settlements must be seen in the context of social development and transformation as well as meeting the objectives of rolling back under-development.

3.11 Medium-Term Strategic Framework

The MTSF base document is meant to guide planning and resource allocation across all the spheres of government. National and provincial departments have to develop their five-year strategic plans and budget requirements taking into account the medium term imperatives. Municipalities are expected to adapt their Integrated Development Plans in line with the national medium-term priorities. Each of the priorities contained in the MTSF should be attended to. A critical account has to be taken of the strategic focus of the framework as a whole.

This relates in particular to the understanding that economic growth and development, including the creation of decent work on a large scale, investment in quality education and skills development are at the centre of the government's approach.

3.12 National Spatial Development Perspective (2003) (NSDP)

The vision of the NSDP is that South Africa will become a nation in which investment in infrastructure and development programmes support government's growth and development objectives.

The guidelines put forward by the NSDP are:

- Prioritises investment and development spending in line with governments objectives, investment and spending should maximise and achieve sustainable outcomes.
- Spatial forms and arrangements must be conducive to achievement social and economic inclusion and strengthen nation building.

3.13 Provincial Growth and Development Strategy (PGDS 2016)

The Provincial Administration of the KwaZulu-Natal has developed a strategic plan with overarching objectives and clear outcomes to be achieved in the medium term. The vision in the strategic plan is that: *"By 2035, the Province of KwaZulu-Natal will be a prosperous province with a healthy, secure and skilled population, living in dignity and harmony, acting as a gateway to Africa and the World"*. The strategic plan sets out seven (7) strategic goals that determine policy direction and key interventions required to achieve the objectives and these are:

- Inclusive economic growth;
- Human resource development;
- Human and community development;
- Strategic infrastructure;
- Response to climate change;

- Governance and Policy; and
- Spatial equity.

The objectives reflect the needs and priorities of the provincial government and will be used to drive integrated and improved performance of the public sector in the KwaZulu-Natal. The strategic plan takes into account the powers and functions of the provincial government but a critical theme that links all objectives is the inclusive approach to address the challenges.

Strengthened intergovernmental relations and strategic partnerships with all spheres of government, non-governmental organisations and the private sector are critical for the successful implementation of the plan.

The Provincial Growth & Development Strategy (PGDS) is based on the following programmes:

Programme 1: Governance and Administration: A People-focused, responsive, accountable and efficient governance delivering timely and quality sustainable services.

Programme 2: Economic Development: Improve economic growth and development; increase formal jobs and enhance skills development.

Programme 3: Community and Social Infrastructure: Maintain and increase the provision of sustainable, integrated basic service infrastructure development.

Programme 4: Human Capacity Development: Improve and invest in skills and education to develop provincial Human Capacity

Programme 5: Health & Social Support: Improve the livelihoods of the poor, reduce vulnerability to infectious diseases (especially HIV & AIDS), healthcare services;, provide social safety nets and build unified, safe communities

Programme 6: Crosscutting Priorities: HIV/AIDS and SMME development; Sustainable Environment, Human Rights, Integration, Capacity Building; Innovation and Technology; Poverty Alleviation, and Risk Management.

3.14 Spatial Development Frameworks (Provincial and Municipal)

Through the Provincial Spatial Economic Development Strategy (PSEDS), the Provincial Government hopes to strike a sound balance between progressive community growth and the environmental preservation of the communities. The Mtubatuba Spatial Development Framework (SDF) which is an overarching document in the municipal IDP is a mirrored expression of the development intentions of the Municipality as expressed in the IDP. The SDF must be aligned with the PSEDS.

3.14.1 Umkhanyakude District Growth and Development Plan (2015) and Integrated Development Plan

Section 29(2) of the Municipal Systems Act (MSA) Act 32 of 2000 clearly states that district municipalities must:

- Plan integrated development for the area of the district municipality as a whole but in close cooperation with the local municipalities in the area;
- Align its integrated development plan with the framework adopted; and
- Draft its Integrated Development Plan, taking into account the integrated development processes of and proposals submitted to it by the local municipalities in that area.

Horizontal alignment is pursued through Inter-governmental planning and consultation, co-ordination and ensured through aligning the respective vision, mission and strategic objectives of the respective municipalities in the region.

3.15 The Cabinet Lekgotla

After the Provincial Cabinet Lekgotla in February 2012, both the PGDS and draft PGDP were made available for public comments before the final adoption by Cabinet in 2012. The February 2012 Cabinet Lekgotla resolved amongst other issues that the Provincial Planning Commission and KZN-COGTA would support the District Municipalities with the development of District Growth and Development Plans (DGDPs) as part of the Integrated Development Plan (IDP) process.

The DGDP was to be informed, direct and take a total for of the PGDS/P while at the same time forming a basis for and Guide all other implementation plans at the District Family of municipalities. The DGDP guides and informs the programmes and priorities for the 5year IDP within the dynamics and complex municipal space. The PGDS (2035) review was initiated and approved by EXCO in December 2016 necessitating the DGDP review.

The key objectives of the Cabinet Lekgotla were to assess progress on the various targets which government undertook to realize and achieve by 2017. The key thrust of the Lekgotla focused on:

- ensuring that government remains accountable to the service delivery needs of our people;
- Receive progress report on the key infrastructure projects.

Cabinet also received the strategic implementation plan from the National Planning Commission and the report from the Presidential Review Committee on State Entities.

In reviewing its Integrated Development Plan Mtubatuba Municipality has taken into account issues discussed at Cabinet Lekgotla where the following were resolved:

- To add a new strategic integrated project on water and sanitation aimed at addressing the country's immediate and long-term water and sanitation needs;
- That all spheres of government strengthen implementation and enhance the localization programme for components and supplies of infrastructure inputs.
- Projects that support regional integration will receive special attention.

The Lekgotla welcomed the work done on cost-containment and measures to address and combat corruption in the infrastructure plan, which will now go through the Cabinet process in the next few months. Cabinet noted progress on the implementation of government's priorities in health,

fighting crime and corruption, job creation, rural development, local government and basic services and education and skills development. Cabinet agreed that all the relevant departments should develop concrete actions to accelerate progress in those areas where, based on current trends, it appears that the targets may not be met.

Cabinet Lekgotla welcomed the National Development Plan (NDP) prepared by the National Planning Commission (NPC) and endorsed the objectives and the (18) key targets of attaining these. The Lekgotla also acknowledged the NDP as a strategic framework to form the basis of future government detailed planning. The Lekgotla concluded that a Cabinet Committee will be set up to develop targets and integrated implementation plans with the Forum for South African Directors-General (FOSAD). The NPC will assess implementation and refine the plan. Cabinet Lekgotla received the report from the Presidential Review Committee on SOE's. Cabinet welcomed the report and resolved to discuss the recommendations put forward by the Review Committee.

3.15.1 Mtubatuba Municipality's Role in Cabinet Lekgotla Resolutions

Mtubatuba Municipality will continue to foster relations with other sector departments including State Owned Enterprises (SOE's). In addition, the Municipality has also taken into account all key national development plans such as the National Development Plan (NDP), which the Cabinet Lekgotla has also endorsed including its objectives and targets.

Lastly the Municipality will ensure that government priorities including health, fighting crime and corruption, job creation, rural development, local government and basic services and education and skills development are achieved within Mtubatuba municipality through the Integrated Development Plan. In this regard the Municipality in most cases will play a facilitation role, and in some instances, implement programmes that are in keeping with the allocated powers and functions.

3.15.2 The District Lekgotla

The District Lekgotla has not yet taken place. As and when it is held, Mtubatuba Municipality will perform its functions and implement resolutions that would be taken in the to-be held District Lekgotla.

3.16 The State of the Nation Address 2018

On the 16 February 2018 at 19h00, the new President, Mr Cyril Ramaphosa delivered the State of the Nation Address (SONA). The 2018 SONA was delivered within the context of the current strides made by the government to respond to the various challenges that our country is facing encompassing what the government intends doing for the advancement of the nation, going forward. The focus areas under guidance from the National Development Plan are as follows:

- Stimulate Manufacturing – forge ahead with the localization programme through which products like textile, clothing, furniture, rail rolling stock and water meters are designated for local procurement;

- Special Economic Zones – will be used to attract strategic foreign and domestic direct investment and build targeted industrial capabilities and establish new industrial hubs;
- Industrialization must be underpinned by transformation;
- Youth unemployment – draw young people into productive economic activity; e.g. next month: Launch of Youth Employment Service Initiative;
- Infrastructure investment is key to our efforts;
- Job creation;
- Empowerment of Small businesses;
- Provision of services to people;
- Mining – has massive unrealized potential for growth and job creation;
- Set aside 30% of public procurement to SMMEs, Cooperatives, township and rural enterprises;
- Tourism – enhance support for destination marketing in key tourism markets;
- Rapid technological change – develop capabilities in the areas of science, technology and innovation;
- Digital industrial revolution – telecommunications industry;
- Introduction of the first national minimum wage;
- Free higher education and training – to be available for the first-year students from households with a gross combined income up to R350 000-00;
- Invest in expanding access to quality basic education and improving the outcomes of our public schools;
- Elimination of HIV – scaling up of the testing, treating campaign;
- Intensify efforts to tackle crime and build safer communities – e.g. Implementation of Community Policing Strategy, Introduction of Youth Crime Prevention Strategy; and
- Stabilize and Revitalize state owned enterprises

3.17 The State of the Province Address 2018

On 01 March 2018, the Premier of KwaZulu-Natal, Mr T.W. Mchunu delivered the State of the Province Address (SOPA). The focus areas that are also concerns are already attended to in the revised and adopted KZN-Provincial Growth and Development Strategy (November 2016) and in the agreed Programme of Action of the KZN-Province. The focus areas are as follows:

Growing a more inclusive economy:

- Restore hope, dignity and renewal in our economy.
- Building manufacturing infrastructure for local beneficiation, which will be a catalyst for industrialization in Africa.
- Address unemployment and in particular youth unemployment which now stands at 38.6%.
- Radical Economic Transformation, e.g. Operation Vula which includes Radical Agrarian Socio-Economic Transformation (RASET) and the Black Industrialist Programmes.
- Focus on Agricultural Sector – e.g. Agriparks Programme – aimed at facilitating the participation of black people in production and agro-processing value chains beyond the farm gate.

- Manufacturing sector – remains the bedrock of our economy and its ability to sustain and create new employment opportunities are well known.
- Special Economic zones – to be expanded to other industrial hubs throughout the Province.
- Tourism – attract investment and develop low-end tourism destinations in rural areas and the periphery where the majority of our population live.
- Support development of Blue and Green Economies.
- SMMEs and Cooperatives Development and support programmes.
- Expanded Public Works Programme and other government led job creation programmes.
- Technology advancement and the demands of the digital era.
- Knowledge economy – likely to bring new opportunities for new skills and technology.

Human Resources Development:

- Focus on ensuring that there is a well – connected continuum in our education pipeline from early childhood development, through to pre-primary, primary, secondary, tertiary education through workplace skills development adult learning.
- Reduce persistent high dropouts rate of learners from grade 1-12.

Human and Community Development:

- Eradication of poverty and inequality;
- Commitment to ward-based approach;
- Committed to fast track and improve efficiency of implementation of inter alia, the Poverty Eradication Master Plan & Social Cohesion & Moral Regeneration Strategy, the KZN Crime Prevention strategy & plans to accelerate access to land & housing;
- Health situation were that as a ratio to population is inadequate that we need to improve the maintenance of our health care facilities; and
- HIV/AIDS & TB - Provincial Government mobilized R 419 Million over a 3-year period from the Global Fund to implement prevention programmes to reduce new HIV infections & fight TB among adolescent girls, young women & vulnerable population & to improve quality of our lives.

Focus on Human Settlements:

- Safety and Security- fight against crime have increased volunteers under Volunteer Social Crime Prevention Programmes (VSCPP) by recruiting further 360 volunteers bringing total now to 1498 Volunteers;
- Social Cohesion & Moral Regeneration; and
- Vulnerable groups of society- committed to ensure that we protect the rights of the youth, people living with disability & elderly.

Development of Strategic Infrastructure:

- Strategic Infrastructure development is essential for sustaining both Social & Economic growth development needs of KZN; and
- Port Expansions.

Ensuring Environmental Sustainability:

- Importance of environment relates to our heritage assets;

- Revive our own Provincial Climate Change Council; and
- Providing good governance with clear relevant policies.

Striving for spatial equity:

- Reduction of spatial inequalities and increased spatial access to goods and services for all sections and sectors of our community remain a key priority; and
- Will focus on promoting spatial equity and integrated land use management towards balanced urban and rural development.

3.18 Provincial Growth and Development Plan – District Growth and Development Plan

After the Provincial Cabinet Lekgotla in February 2012, both the PGDS and draft PGDP were made available for public comment before final adoption by Cabinet in August 2012.

The February 2012 Cabinet Lekgotla resolved amongst other issues that the Provincial Planning Commission and KZN COGTA to support the District Municipalities with the development of District Growth and Development Plans [DGDPs] as part of Integrated Development Plan [IDP] process.

The DGDP was to be informed, directed and take a total form of the PGDS/P while at the same time forming a basis for and guide all other implementation plans at the District family of municipalities. The DGDP guides and informs the programmes and priorities for the 5 year IDP within the dynamics and complex municipal space.

The Provincial Growth and Development Strategy (2035) review was initiated and approved by the Provincial EXCO in November 2016 necessitating the DGDP review.

The PGDS is firmly embedded within an overall sustainability approach as illustrated in Diagram below.

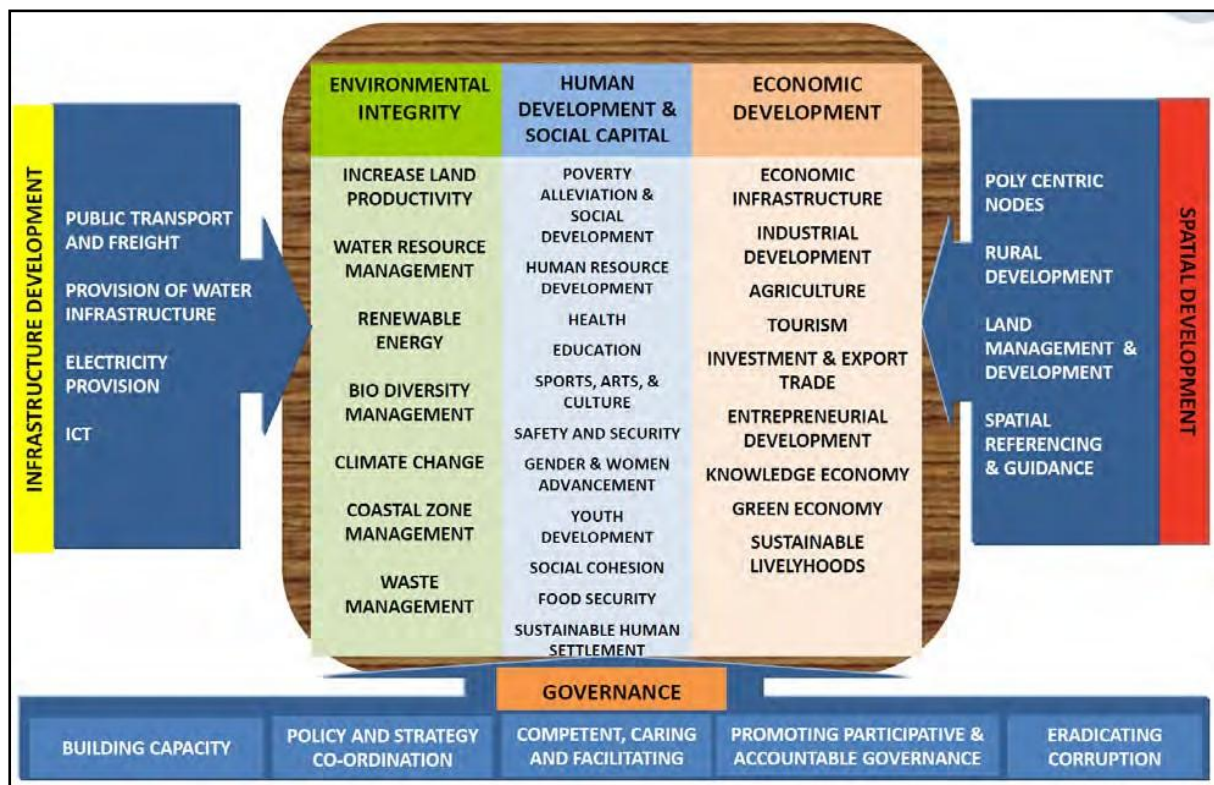
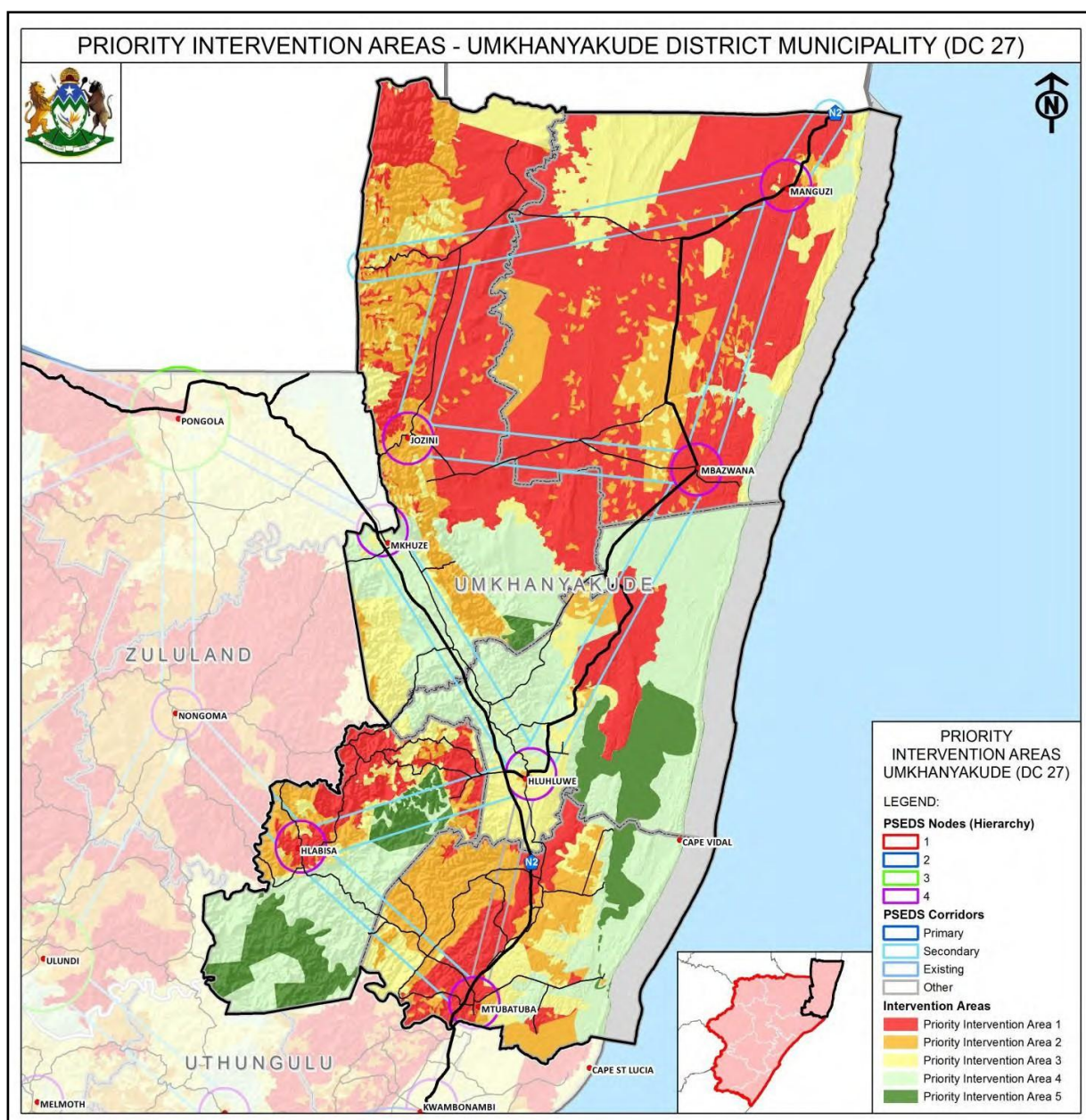


Figure 3 Sustainability approach as embedded in the PGDS



Map Showing Priority Intervention Areas for the uMkhanyakude District Municipality

3.19 Provincial Spatial Economic Development Strategy

The first PSED was adopted in 2007 but nearly a decade later it is necessary to review and update the first generation PSEDS for the following reasons:

- The strategy was simply “out-of-date” as much of the previous strategy focused on time bound events such as the FIFA World Cup.
- The policy context has changed as many of the development frameworks have evolved. At a global level, Sustainable Development Goals (SDGs) have replaced the Millennium Development Goals (MDGs) and nationally the New Growth Path (2010) and the National Development Plan (NDP) at a provincial level, the Provincial Growth and Development Strategy (PGDS) of 2012 has been updated in 2016.

- The need to guide the economic cluster of provincial departments as to “where to intervene?” and “what to intervene in?”
- There is a need to revise the original nodes and corridors framework to match changes in the province and region since 2006.
- This strategy document therefore seeks to address the four issues outlined above as follows:
 - First identify development corridors and nodes;
 - Devise an objective criterion for geo-referencing and mapping: mapping the corridors, nodes, PSEDs regions and catalytic projects;
 - Ensure stakeholder involvement in the development of the strategy; and
 - Outline the roles and responsibilities of the various implementation agencies.

3.20 Approach to the Development of the New Generation PSEDs

Spatial Analysis

The first step in developing the second generation PSEDs is to objectively identify the nodes. Four types of nodes may be identified based on the justification for the intervention, namely: (1) Provincial Priority Nodes that consist of (a) Economies of Scale Nodes (b) High growth / Strategic Nodes, and (c) Local Influence Nodes and (2) Poverty Intervention Nodes.

Provincial Priorities

Provincial Priority interventions are defined as government interventions that have a province wide significance, i.e. interventions that either impact the province or multiple districts within a province. Provincial Priority Nodes are therefore nodes where interventions may be conducted that have a province wide impact.

Economies of Scale

Economies of scale interventions are conducted in areas with a large population or high population may enjoy economies of scale advantages in that the benefits of a small investment can potentially be enjoyed by a disproportionately large number of people. Economies of Scale Nodes therefore typically have a large population. The economic activities that are most suitable in Economies of Scale Nodes are mass production processes that are labour intensive and require a broad skills base.

High Growth / Strategic

High growth / strategic interventions occur in locations that do not necessarily have a large or concentrated population but have a population that is growing rapidly. The economic activities that are most suitable in High Growth / Strategic Nodes are largely socio-economic in nature i.e. infrastructure spending etc. to deal with the growing population.

Local Influence:

Local influence interventions are interventions that only have an impact on the local economy at district or municipality level. Local influence nodes are therefore nodes that provide services to a sub-regional community. The focus of investments should therefore be in promoting integration, transport linkages and service delivery infrastructure.

Poverty Intervention:

Poverty Priority interventions are government interventions targeted at addressing poverty, low employment and spatial isolation. Poverty Nodes are therefore essentially poverty hotspots. To identify and characterize the nodes for KwaZulu-Natal, the following information was taken into consideration:

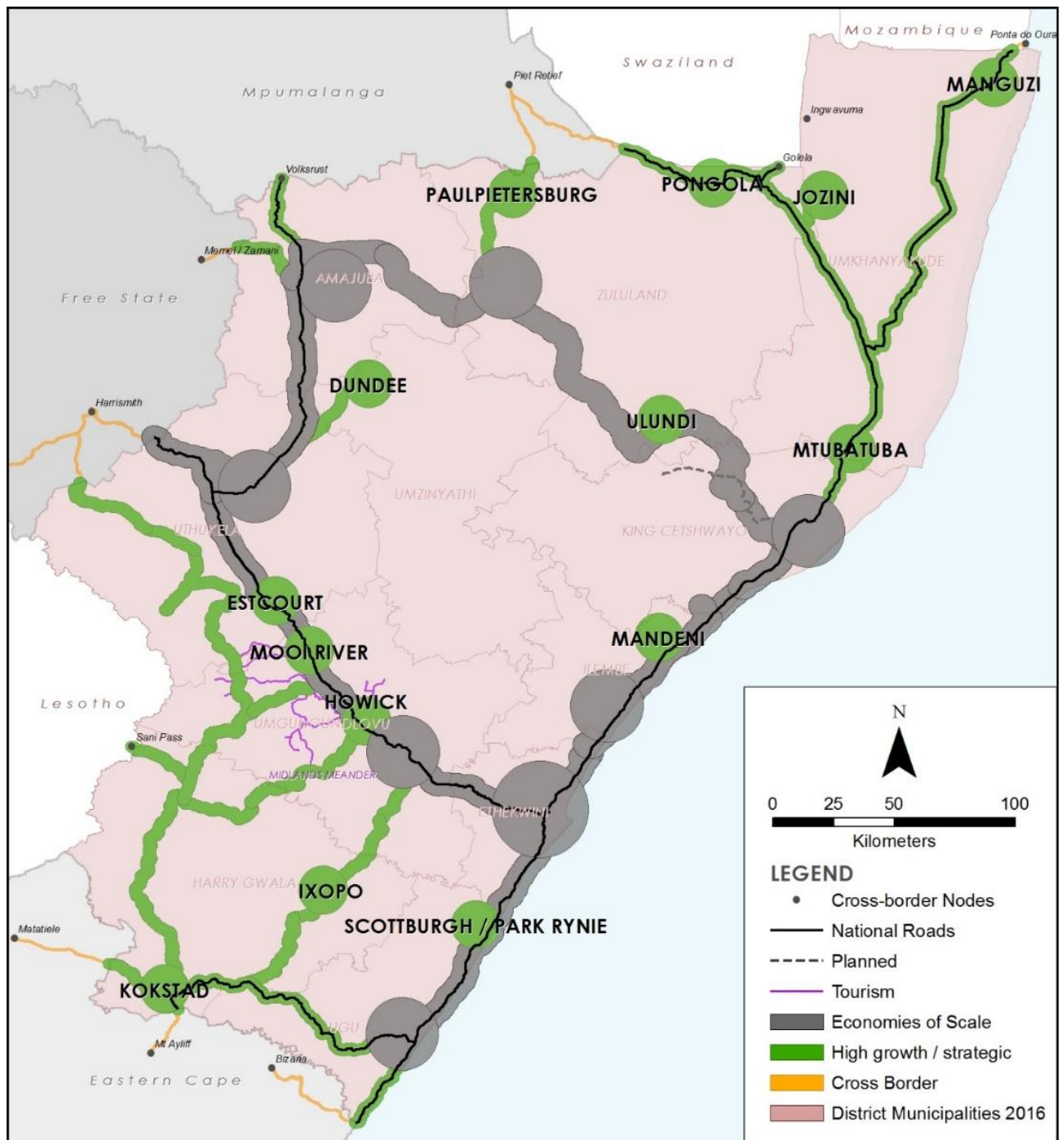
PSEDS Development Strategies

The government's role in socio-economic development and transformation is that of providing leadership and acting as a catalyst by creating an enabling environment. There are several intervention mechanisms at the government's disposal. Some of the main ones are:

- Investing and providing support to targeted economic growth sectors;
- Providing support to small and medium enterprises;
- Developing the skills base of the labour force;
- Economic empowerment of the historically marginalized;
- Expanded public works programme (EPWP);
- Intergovernmental relations within South Africa and sometimes across the region;
- Integrated Development Plans; and
- Mainstreaming transversal issues such as HIV / AIDS.

These mechanisms need to be co-ordinated. The inclusion of the results of the Comparative Advantage Study as well as the District Economic Drivers report in the new generation PSEDS is an endeavour to provide some guidance around what development projects to invest in within each district, node and corridor.

Map Showing High Growth / Strategic Nodes and Corridors



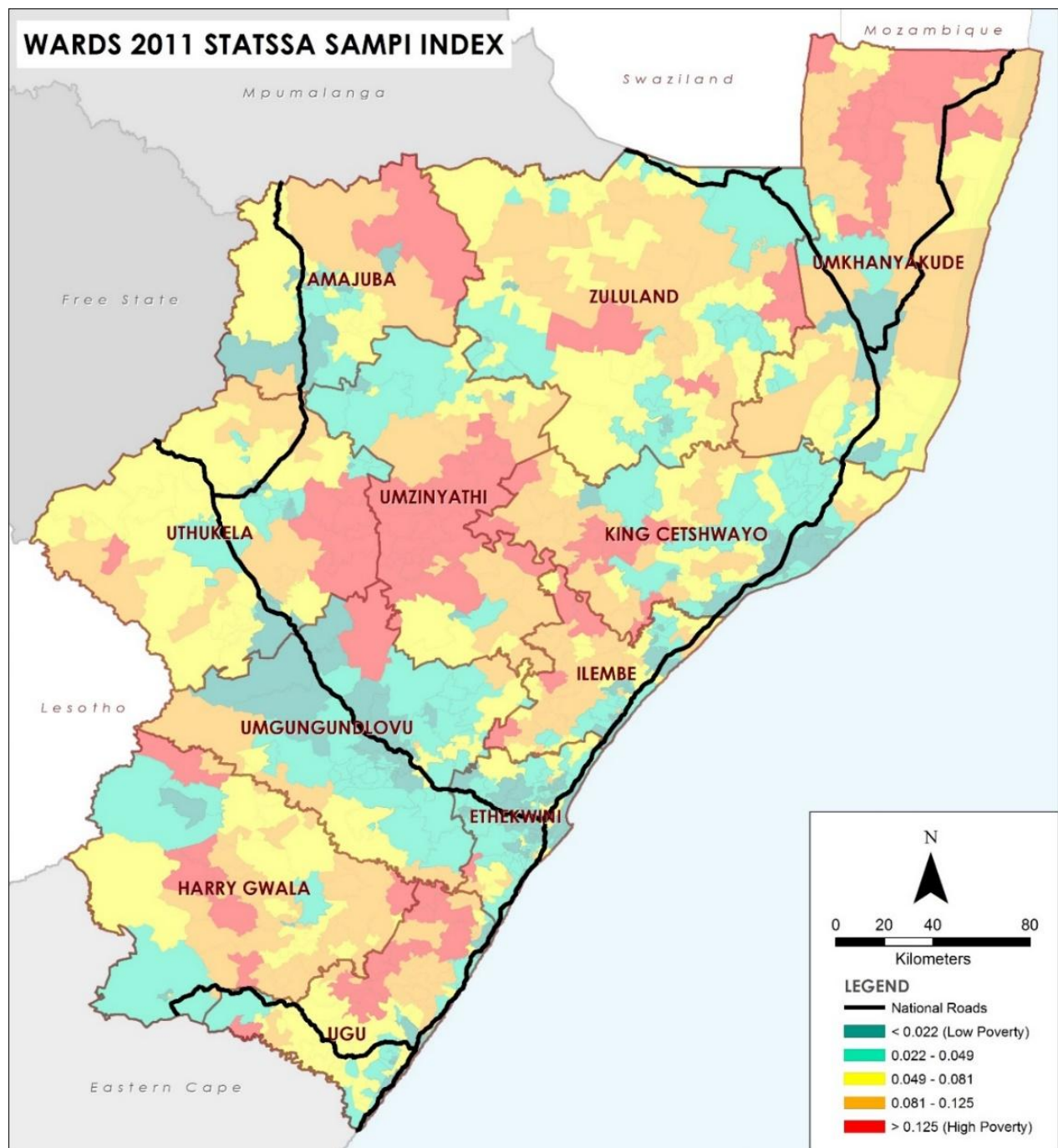
High Growth / Strategic Nodes and Corridors

These are nodes that are experiencing high growth rates and appear to have some economic growth potential. The following nodes were identified:

HIGH GROWTH / STRATEGIC NODES	
Dundee	Manguzi
Estcourt	Mooi River
Howick	Mtubatuba
Ixopo	Paulpietersburg
Jozini	Pongola
Kokstad	Scottburgh / Park Rynie
Mandeni	Ulundi

These nodes are also largely located on the main connecting corridors, save for Paulpietersburg, Manguzi, Jozini, Pongola and Mtubatuba in the North, Kokstad and Ixopo in the South. These are however all mostly gateway nodes. From Underberg, the R617 connects to Howick. The high growth corridor running along the base of the Drakensburg appears to be under serviced in terms of logistics infrastructure. The Department of Transport describes this as the Drakensburg Tourism Area / Node. It is important, however, to note that developments in this area will be subject to stricter regulations as this is a protected area.

Map Showing Poverty in KwaZulu Natal by Electoral Ward



3.20.1 Spatial Planning and Land Use Management Act (SPLUMA), 2013

The purpose of the Act is to provide for a framework for spatial planning and land use management in the republic; to specify the relationship between the spatial planning and the land use management system and other kinds of planning; to provide for inclusive developmental, equitable and efficient spatial planning at the different spheres of government; to provide a framework of monitoring, co-ordination and review of spatial planning and land use management system.

To provide a framework for policies, principles, norms and standards for spatial planning and land use management; To address past spatial and regulatory imbalances; To promote greater consistencies and imbalances in the uniformity application procedures and decision making by authorities responsible for land use decisions and development applications. To provide for the establishment, functions and operations of municipal planning tribunals, to provide for the facilitation and enforcement of land use and development measures and to provide for matters connected therewith the area.

SPLUMA Principles

The following principles are relevant to Mtubatuba Municipality as contained in the SPLUMA (Spatial Planning and Land Use Management Act):

- a) The principle of **spatial justice**, whereby –
 - past spatial and other development imbalances must be redressed through improved access to and use of land;
 - spatial development frameworks and policies at all spheres of government must address the inclusion of persons and areas that were previously excluded, with an emphasis on informal settlements, former homeland areas and areas characterized by widespread poverty and deprivation;
 - spatial planning mechanisms, including land use schemes, must incorporate provisions that enable redress in access to land by disadvantaged communities and persons;
 - land use management systems must include all areas of a municipality and specifically include provisions that are flexible and appropriate for the management of disadvantaged areas, informal settlements and former homeland areas;
 - land development procedures must include provisions that accommodate access to secure tenure and the incremental upgrading of informal areas; and
 - a Municipal Planning Tribunal considering an application before it, may not be impeded or restricted in the exercise of its discretion solely on the grounds that the value of land or property is affected by the outcome of the application.
- b) The principle of **spatial sustainability** whereby spatial planning and land use management systems must –
 - Promote land development that is within the fiscal, institutional and administrative means of the Republic;
 - Ensure that special consideration is given to the protection of prime and unique agricultural land;
 - Uphold consistency of land use measures in accordance with environmental management instruments;
 - Promote and stimulate the effective and equitable functioning of land markets;

- Consider all current and future costs to all parties for the provision of infrastructure and social services in land developments;
 - Promote land development in locations that are sustainable and limit urban sprawl; and
 - Result in communities that are viable.
- c) The principle of **efficiency**, whereby –
- Land development optimises the use of existing resources and infrastructure;
 - Decision-making procedures are designed to minimise negative financial, social, economic or environmental impacts; and
 - Development application procedures are efficient and streamlined and timeframes are adhered to by all parties.
- d) The principle of **spatial resilience**, whereby flexibility in spatial plans, policies and land use management systems are accommodated to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks.
- e) The principle of **good administration**, whereby –
- All spheres of government ensure an integrated approach to land use and land development that is guided by the spatial planning and land use management systems as embodied in this Act;
 - All government departments must provide their sector inputs and comply with any other prescribed requirements during the preparation or amendment of spatial development frameworks;
 - The requirements of any law relating to land development and land use are met timeously;
 - The preparation and amendment of spatial plans, policies, land use schemes as well as procedures for development applications, include transparent processes of public participation that afford all parties the opportunity to provide inputs on matters affecting them; and
 - Policies, legislation, and procedures must be clearly set in order to inform and empower members of the public.

The Municipality complies with Regulation 14 of SPLUMA (2013) in the development of the Spatial Development Framework. An authorised planning officer has not been appointed yet, however, the post of the advertised Town & Regional Planner will be designated for the Municipal Authorized Officer. The Municipality's Executive & Finance Committee has been designated as the Appeal Authority and delegations have been amended from KZNPDPA to SPLUMA bylaws and applications are categorised as per SPLUMA. The COGTA Department has budgeted to gazette the SPLUMA Bylaw for Mtubatuba Municipality.

3.20.2 Inter-Governmental Relations

Mtubatuba Municipality is responsible for facilitating inter-governmental relations within its area of jurisdiction. In line with the Intergovernmental Relations Framework Act, the Municipality has taken upon itself to improve intergovernmental engagements to ensure that proper intergovernmental planning guides public, private and donor investment in the district.

The Municipality is part of the District Manager's Forum "a key forum for strategic alignment, coordination and integration" that serves as an inter-governmental structure where the Sector Departmental Managers in the district meet with their municipal counterparts. The relationship between the Municipality and sector departments is improving. There are also inter-municipal structures (i.e. District Planning Forum; Municipal Managers' Forum) that discuss and resolve on issues cutting across all municipalities.

There are, however, challenges on how the hierarchical inter-municipal and inter-governmental structures should cross feed into each other's programmes and be measured in terms of performance. For example, the Municipality cannot hold any sector department accountable for the non-implementation of projects which are submitted for inclusion in the IDP document.

The Provincial Department COGTA provided grant funding to support Umkhanyakude family of municipalities in strengthening their IGR functions. Necessary forums required to facilitate IGR have been established and terms of reference to facilitate smooth operations for these forums have been developed. Dates of IGR meetings are incorporated in the District Events Calendar. Protocol Agreements was signed by all the Mayors and Municipal Managers in December 2013. Technical Forum and Sub Committee are meeting frequently. Local municipalities have appointed IGR Champions to strengthen communication. Refer to IGR-Terms of Reference.

3.20.3 Integrated Development Planning in Mtubatuba

Chapter 5 and Section 25 of Local Government Municipal Systems Act (32 of 2000), requires that the municipal Council must, within a prescribed period after the start of its elected term, adopt a single, all inclusive and strategic plan for the development of the Municipality, and that the plan be reviewed annually. Accordingly, Mtubatuba Municipality has initiated a process towards the preparation of a credible Integrated and Development Plan (IDP) as a five year strategic plan to guide service delivery and investment (both private and public sector) within the area.

Mtubatuba Municipality's IDP will serve as a strategic guide during the term of office of the current Councilors (refer to Box 1). The IDP is based on the issues articulated by the stakeholders and is aligned with the national and provincial development imperatives such as the National Development Plan and the Provincial Growth the Development Strategy (PGDS). Its objectives are as follows:

- To guide decision making in respect of service delivery and public-sector investment.
- To inform budgets and service delivery programs of various government departments and service agencies.

- To coordinate the activities of various service delivery agencies within Mtubatuba Municipality area of jurisdiction.
- To engage communities and other key interested and affected parties in municipal affairs, particularly continuous integrated development process.
- To position the Municipality to make a meaningful contribution towards meeting the district and provincial development targets and priorities.

3.20.4 Strategic Alignment with Government Priorities

Mtubatuba Municipality strategic focus is influenced by the Millennium Development Goals, National Development Plan, PGDS, DGDP, Mtubatuba Municipal Development Goals and municipal vision which is aimed at optimum utilisation of available resources and potentials to create an enabling environment and sustainable development which promote quality of life for all while capitalizing on our competitive advantages.

Figure Showing KZN PGDS Strategic Framework



3.21 Alignment with Government Priorities

3.21.1 Sustainable Development Goals

The Sustainable Development Goals, officially known as **Transforming our world: the 2030 Agenda for Sustainable Development** is a set of 17 "Global Goals" with 169 targets between them. They were Spearheaded by the United Nations through a deliberative process involving its 194 Member States, as well as global civil society, the goals are contained in paragraph 54 United Nations Resolution A/RES/70/1 of 25 September 2015. The Resolution is a broader intergovernmental agreement that acts as the Post 2015 Development Agenda (successor to the Millennium Development Goals). The SDGs build on the Principles agreed upon under Resolution A/RES/66/288, popularly known as The Future We Want.

Table Showing Sustainable Development Goals Aligned to Mtubatuba Goals, Strategic Goals and Objectives

Sustainable Development Goals (SDGs)	Alignment to Mtubatuba Goals, Strategic Goals and Objectives
Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	To build competent human capital for the development of Mtubatuba.
Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	To build new infrastructure and maintain the existing infrastructure to ensure sustainable services.
Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Goal 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.	To create a conducive and enabling environment for economic growth and development.
Goal 4: Ensure inclusive and equitable quality education and promote life-long learning opportunities for all. Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	To promote good governance and public participation
Goal 12: Ensure sustainable consumption and production patterns Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive	To improve municipal financial viability and management

Sustainable Development Goals (SDGs)	Alignment to Mtubatuba Goals, Strategic Goals and Objectives
institutions at all levels	
Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 13: Take urgent action to combat climate change and its impacts Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development	To promote integrated and sustainable environment.

3.21.2 Government Priorities

Table Showing National Plan Priorities as Aligned to Mtubatuba Municipality

National Plan Priorities	Alignment with Mtubatuba Municipality
Create jobs	Job Creation through Economic Development Viable Economic Growth and Development
Expand infrastructure	Efficient and Integrated Infrastructure and services
Use resources properly	Improve municipal financial viability and management
Inclusive planning	Integrated Urban and Rural Development
Quality education	Improving Citizens Skills levels and Education
Quality healthcare	Improve Quality of Citizens Health
Build a capable state	Democratic, Responsible, Transparent, Objective and Equitable Municipal Governance
Fight corruption	Public Safety and Living Environment
Unite the nation	Promoting Social Cohesion

Table Showing National Outcomes as Aligned with Mtubatuba Municipality

National Outcome	Alignment with Mtubatuba LM
Improved Quality of basic education	Improving Citizens Skills levels and education
A long and healthy life for all South Africans	Improve Quality of citizens Health
All people in South Africa are and feel safe	Creation of Secure and Friendly City through fighting crime
Decent employment through inclusive economic growth	Job Creation through economic development
Skilled and capable workforce to support an inclusive growth path	Municipality Resourced and committed to attaining the vision and mission of the organization
An efficient, competitive and responsive infrastructure network	Efficient and Integrated infrastructure and services
Vibrant, equitable, sustainable rural communities contributing towards food security for all	Viable Economic Growth and Development
Sustainable human settlements and improved quality of household life	To promote the achievement of a non-racial, integrated society through the development of sustainable human settlements and quality housing
Responsive, accountable, effective and efficient local government system	Democratic, Responsible, transparent, Objective and equitable Municipal Governance
Protect and enhance our environmental assets and natural resources	To promote environmental; conservation and promotion
Create a better South Africa, a better Africa, and a better world	Promoting Social Cohesion
An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	Democratic, Responsible, transparent, Objective and equitable Municipal Governance
An inclusive and responsive Social protection system	Democratic, Responsible, transparent, Objective and equitable Municipal Governance
Nation building and social cohesion	Social Cohesion

There are Five National and Six Provincial Priorities include the following:

Table Showing the Five National and Six Provincial Priorities as Aligned with Mtubatuba Municipality

Five National Priorities Including Six Provincial Priorities	Alignment with Mtubatuba Municipality
Job creation (Decent work and Economic growth)	Job Creation through Economic Development
Education	Improving Citizens Skills levels and education
Health	Improve Quality of citizens Health
Rural development, food security and land reform	Integrated Urban and Rural Development
Fighting crime and corruption	Creation of Secure and Friendly City through fighting crime
Nation-building and good governance	Democratic, Responsible, Transparent, Objective and Equitable Municipal Governance and Social Cohesion

Table Showing PGDS Strategic Goals as Aligned with Mtubatuba Development Goals

PGDS Strategic Goals	Mtubatuba Development Goals
Inclusive Economic Growth	Job Creation through Economic Development
Human Resource Development	Viable Economic Growth and Development
Human and community Development	Municipality Resourced and committed to attaining the vision and mission of the organization
Strategic Infrastructure	Municipality Resourced and committed to attaining the vision and mission of the organization
Environmental Sustainability	
Responses to Climate Change	To promote environmental; Conservation and promotion
Governance and Policy	Democratic, Responsible, Transparent, Objective and Equitable Municipal Governance
Spatial Equity	Integrated Urban and Rural Development

DGDP Goals	Development Goals
Job Creation	Expanded district economic output and increased quantity and quality of employment opportunities
Human Resource Development	Enhanced quality of district human resource
Human and community Development	Improved quality of life and life expectancy
Strategic Infrastructure	High quality infrastructure network to support improved quality of life and economic growth
Environmental Sustainability	District characterized by integrity and quality of its physical environment and underpinned by a coherent spatial development
Governance and Policy	Excellence in governance and leadership
Spatial Equity	District characterized by integrity and quality of its physical environment and underpinned by a coherent spatial development pattern

3.22 Alignment with Back to Basics

The core service that the local government provides – clean drinking water, sanitation, electricity, shelter, waste removal and roads – are basic human rights, essential components of the rights to dignity enshrined in our Constitution and Bill of Rights. The vision of the developmental local government was that it would be the building block on which the reconstruction and development of our country and society was built, a place in which the citizens of our country could engage in a meaningful and direct way with the institutions of the state. Local government is where most citizens interface with government, and its foundational ethos must be about serving people.

National Development Plan makes it clear that meeting our transformation agenda requires functional municipalities and capable machinery at a local level that can create safe and healthy and economically sustainable areas where citizens and people can work, live and socialise. Our goal is to improve the functioning of municipalities to better serve communities by getting the basics right.

During 2014 State of Nation address the President put emphasis on that the people's experience on the Local Government must be a Positive one and local government must be at the forefront of improving people's lives and creating condition for inclusive economic growth. That was followed by the introduction of The back to basics programme which was launched with the theme "Serving our Communities Better" on the 18th of September 2014, in which The President outlined the government plan of action for the next five years which is to ensure a focused and strengthened Local Government by getting the basics right working with all other spheres of government.

Pillars identified as strategic focus area.

No.	Back to Basics	Alignment
1.	Basic Services: creating decent living conditions	Efficient and integrated infrastructure and services
2.	Good Governance	Democratic, responsible, transparent, objective and equitable Municipal Governance
3.	Public Participation: Putting People First	Democratic, responsible, transparent, objective and equitable Municipal Governance
4.	Sound Financial Management	Sound Financial and Supply Chain Management
5.	Building capable institutions and administration	Municipality resources and committed to attaining the vision and mission of the organisation.

Programme:

- District Technical Advisory Committee; (held Quarterly);
- Back to Basics Provincial Tasks Team (held quarterly); and
- Quarterly assessment within Municipalities.

SECTION: C

SITUATION ANALYSIS

SECTION C: SITUATIONAL ANALYSIS

4. SITUATIONAL ANALYSIS

The purpose of the situational analysis is to provide an overview of the existing situation by focusing on the relevant aspects of the situation which will enable the management of the Municipality to make appropriate management decisions. The Municipal Systems Act requires an assessment of the existing level of development in the municipal area, including the identification of communities which do not have access to the basic municipal services.

This prescription should however be seen in the broader context of what information should be at the disposal of the Municipality to enable its management to make decisions which are both strategic and practical in terms of their implementation.

The situational analysis should provide decision makers with sufficient knowledge of the nature of the priority issues and problems, existing and accessible assets and resources as well as resource limitations within their municipal area to enable them to make efficient and effective strategic decisions. This chapter provides descriptive data across a range of socio economic indicators of Mtubatuba Municipality. In some cases trends in the Municipality have also been compared with trends at district level in order to understand these in their regional context. This is crucial as it provides the Municipality and its social partners with deep insight into local socio-economic trends patterns and development challenges.

In order to produce an implementable, delivery-focussed and measurable IDP, Mtubatuba Municipality followed an approach that begins to embark upon crafting a long-term, sustainability strategy for the Municipality. The IDP gives the Municipality an opportunity not only to measure its progress in terms of the five-year IDP (Council term), but also serves to educate the communities when it comes to identifying individual needs on a ward-based level, whilst still aligning with the goals of the broad policy environment, specifically with the focus on long-term sustainability.

The IDP sets out what the Municipality aims to accomplish over a five-year period and how it will do this. It is a management tool that provides municipalities with a framework for strategic decision making.

4.1 Spatial Analysis

Mtubatuba Municipality enjoys a relatively good access and connectivity at a regional level. One of the national trade routes and major link to the SADC region – the N2 runs through the area linking Durban with major urban centres further north. The major challenge is to capitalise on the opportunities this presents and optimise benefits for the local people.

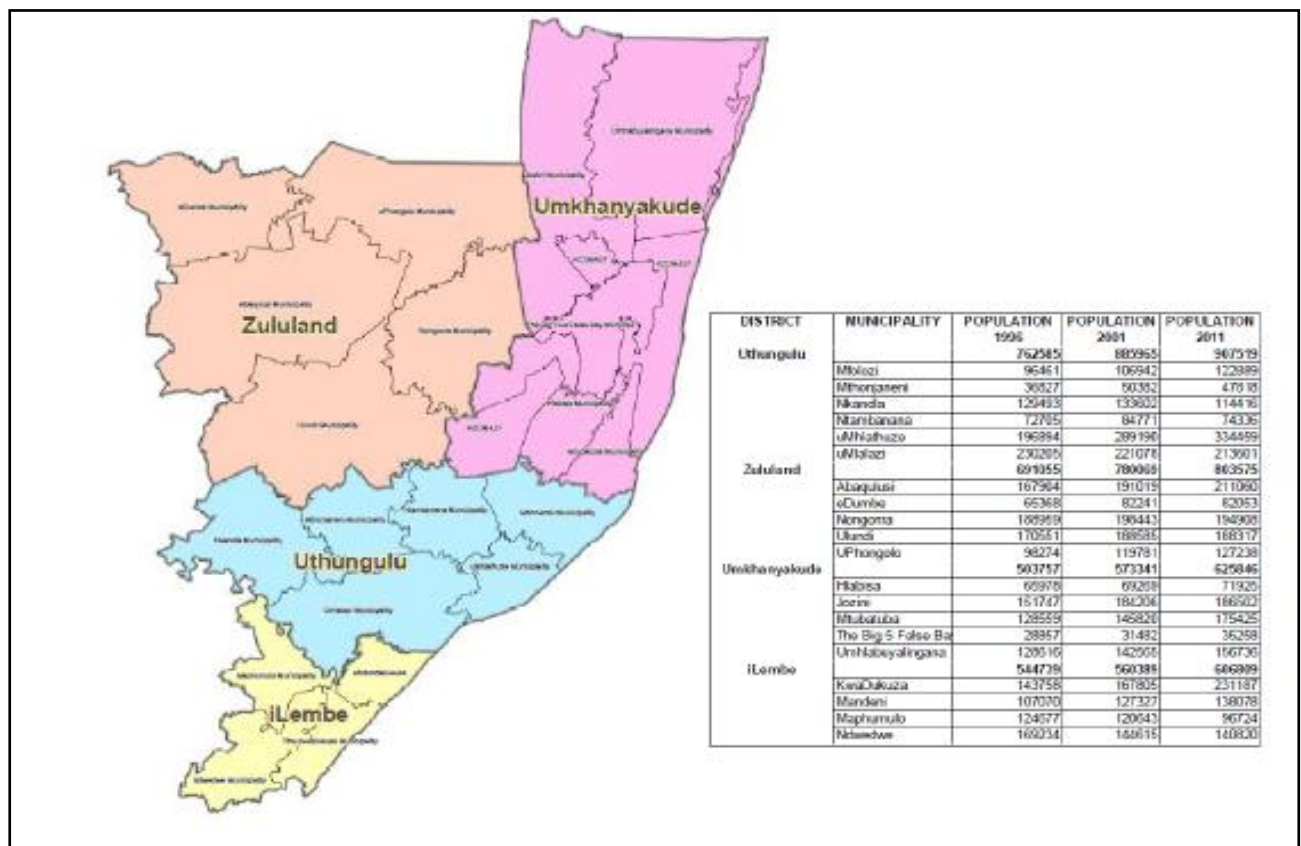
Development of R618 (P237-1) as part of the Renaissance Program of the Department of Transport linking the coast (St Lucia) with the Cultural Heritage Corridor areas of Nongoma and Ulundi through Hlabisa also improves regional connectivity and will unlock development potential (tourism, commerce, etc) in Mtubatuba, particularly the town and other incipient nodes along the corridor.

The area has rail but no air transport infrastructure. There are however, small landing strips in Hluhluwe Town and inside Hluhluwe/Mfolozi Game Reserve.

4.1.1 Mtubatuba Regional Context

Mtubatuba Municipality is bounded to the south by Mfolozi River, which separates the Municipality with Mfolozi Municipality (uThungulu District Municipality) further south. On the east, Mtubatuba Municipality is bordered by the ocean, while it is bounded by the Big Five False Bay Municipality to immediate north. Hluhluwe–iMfolozi Game Park forms the western boundary of the Municipality. Mtubatuba Municipality is strategically located along the N2 which links the municipal area with strategic areas such as Richards Bay, eThekweni Metropolitan area, Mpumalanga province and SADC countries such as Swaziland and Mozambique.

Map Showing Mtubatuba Regional Context



Administrative Entities

There are three administrative entities in Mtubatuba Municipality which are its Municipality Council, Mpukunyoni Traditional Council and Umkhanyakude District Municipality. However the major entities are Mtubatuba Municipality and Mpukunyoni Traditional Council.

Within the Municipality area of jurisdiction, there is only one traditional council, the Mpukunyoni Traditional Council. As mentioned in the executive summary, the Mtubatuba Municipality comprises of 20 municipality wards which are represented by 20 ward councillors and 20 proportional representative councillors. In total the Municipality has 40 Councillors. Out of the 20 municipality wards, 18 fall within the Mpukunyoni Traditional Council. This confirms that the Mtubatuba Municipality is predominantly rural in nature. Only 2 and portion of ward 4 municipality wards fall outside the Mpukunyoni Traditional Council area of jurisdiction. These areas include the Mtubatuba Town, St Lucia, and KwaMsane Township.

Portions of wards 2 and 6 fall within the Mpukunyoni Traditional Council authority area. Below is a summarised table of Mtubatuba Municipality Wards depicting both the Municipality Council (currently being chaired by the Administrator) as well as the Mpukunyoni Traditional Council wards (*izigodi*). In addition, a map depicting the same is also included below.

4.1.2 Demographic Profile

According to the 2016 Community survey, the municipal area has a total population of 202176. It is noted that the population growth rate between 2001 and 2011 was at 1.85% per annum (Stats SA, 2011).

Table Showing Population numbers and Distribution

Municipality	Total Population		Total Population
	2001	2011	2016
DC27: UMkhanyakude District	573341	625 846	689090
KZN271: Mhlabuyalingana Municipality	142 565	156 736	172077
KZN272: Jozini Municipality	184 206	186 502	198215
KZN273: Big Five False Bay Municipality	31 482	35 258	Not available yet

Municipality	Total Population		Total Population
	2001	2011	2016
KZN274: Hlabisa Municipality	69 269	71 925	Not Available yet
KZN275: Mtubatuba Municipality	145,820	175,425	202176

Distribution of the population aged between 15 and 64 years by employment status and municipality 2001, 2011 and 2016

Table Showing Distribution of Population Aged 15 and 63 by Employment Status

Municipality	EMPLOYED			UNEMPLOYED			UNEMPLOYMENT RATE		
	2001	2011	2016	2001	2011	2016	2001	2011	2016
Umkhanyakude	38 124	58 924	Not Available	64 335	44 104	Not Available	62,8	42,8	Not Available
Mhlabuyalingana	7 272	12 017	Not Available	16 186	10 690	Not Available	69,0	47,1	Not Available
Jozini	9 428	15 950	Not Available	14 120	12 559	Not Available	60,0	44,1	Not Available
Big Five False Bay	3 962	5 348	Not Available	3 524	1 930	Not Available	47,1	26,5	Not Available
Hlabisa	2 671	5 396	Not Available	8 589	5 983	Not Available	76,3	52,6	Not Available
Mtubatuba	14 791	20 213	Not Available	21 916	12 942	Not Available	59,7	39,0	Not Available

The table above indicates that Mtubatuba Municipality recorded an unemployment rate of 39% in 2011 and Hlabisa Municipality has the worst unemployment rate of approximately 52% while the Big 5 False Bay has the lowest rate of unemployed people sitting at 27% (Stats SA, 2011).

Number of Households for Mtubatuba Municipality

Table Showing Number of Households

Municipality	Total Households	
	2011	2016
KZN275: Mtubatuba Municipality	34 909	41 792

The Municipality's households have increased by over 40% in 2011, compared to the 2001 Census. This requires the Municipality to ensure that provision of services is prioritised to reduce the backlog in service provision.

Average households size for Mtubatuba Municipality- 2001, 2011 and 2016

Table Showing Average Household Size at Mtubatuba Municipality

Municipality	Total Population			Number of Households			Average Household Size		
	2001	2011	2016	2001	2011	2016	2001	2011	2016
Mtubatuba	145 820	175 425	Not available	24 826	34 905	Not available	5,8	4,9	Not Available

The Municipality's average household size has decreased by 0.9 in 2011 (4,9) from 5,8 in 2001. This may be caused by people moving out the Municipality for work and study opportunities or mortality.

Table Showing Distribution of Female Headed Households by Municipality- 2001, 2011 and 2016

Municipality	No. of households headed by women			% of female headed households		
	2001	2011	2016	2001	2011	2016
UMkhanyakude	51785	69101	123075	51.0	53.9	Not Available yet
uMhlabuyalingana	13 597	18 250	32923	51.7	53.9	Not Available yet
Jozini	17 190	20 865	37293	51.2	53.7	Not Available yet
Big Five False Bay	3 077	4 149	Not Available yet	49.5	51.9	Not Available yet
Hlabisa	6 215	7 417	Not Available yet	58.6	58.9	Not Available yet
Mtubatuba	11 706	18 420	32923	47.2	52.8	Not Available yet

Within the District, Mtubatuba Municipality recorded a second lowest female headed households in 2011, similar to the 2001 Census while Hlabisa Municipality has the highest, approximately 59% of households are headed by women.

Distribution of Child Headed Households by Municipality- 2001, 2011 and 2016

Table Showing Distribution of Child Headed Households by Municipality- 2001, 2011 and 2016

Municipality	No. of households headed by children			% of child headed households		
	2001	2011	2016	2001	2011	2016
UMkhanyakude	1 288	2 032	Not Available yet	1.2	1.6	Not Available yet
uMhlabauyalingana	374	466	Not Available yet	0.8	1.4	Not Available yet
Jozini	454	692	Not Available yet	0.7	1.8	Not Available yet
Big Five False Bay	113	116	Not Available yet	1.0	1.5	Not Available yet
Hlabisa	171	181	Not Available yet	0.9	1.4	Not Available yet
Mtubatuba	187	576	Not Available yet	0.4	1.7	Not Available yet

Mtubatuba Municipality recorded a second highest child headed households in 2011 compared to 2001 Census recording the lowest households headed by children. This has implications on the dependency of children on government social welfare system, and this is also believed to be caused by the high rate of HIV/Aids.

Distribution of the Population Aged Between 15 and 64 Years by Employment Status and Municipality- 2001, 2011 And 2016

Table Showing the Distribution of the Population Aged Between 15 and 64 years by Employment Status and Municipality- 2001, 2011 and 2016

Municipality	Employed			Unemployed			Unemployment Rate		
	2001	2011	2016	2001	2011	2016	2001	2011	2016
UMkhanyakude	38 124	58 924		64 335	44 104		62,8	42,8	
Mtubatuba	7 272	12 017		16 186	10 690		69,0	47,1	
Jozini	9 428	15 950		14 120	12 559		60,0	44,1	
Big Five False Bay	3 962	5 348		3 524	1 930		47,1	26,5	
Hlabisa	2 671	5 396		8 589	5 983		76,3	52,6	
Mtubatuba	14 791	20 213		21 916	12 942		59,7	39,0	

Within Umkhanyakude District Municipality has the second lowest unemployment rate at 39% in 2011, after Big 5 False Bay Municipality compared to 2001 where unemployment rate was at 60% (Stats SA, 2011). The unemployment rate has reduced by 20% over the last ten years and this may be due to new mine (Tendele Coal Mine) that has been opened in the Mpukunyoni area.

Distribution of Average Household Income by Municipality- 2011 and 2016

Table Showing Distribution of Average Household Income by Municipality- 2011 and 2016

Municipality	Total Households	
	2011	2016
KZN275: Mtubatuba Municipality	55 920	Not Available yet

The average household income in Mtubatuba has increased substantially between 2011 and 2011 by 105% (Stats SA, 2011).

Dependency Ratio for Mtubatuba Municipality - 2001, 2011 and 2016

Table Dependency Ratio for Mtubatuba Municipality - 2001, 2011 and 2016

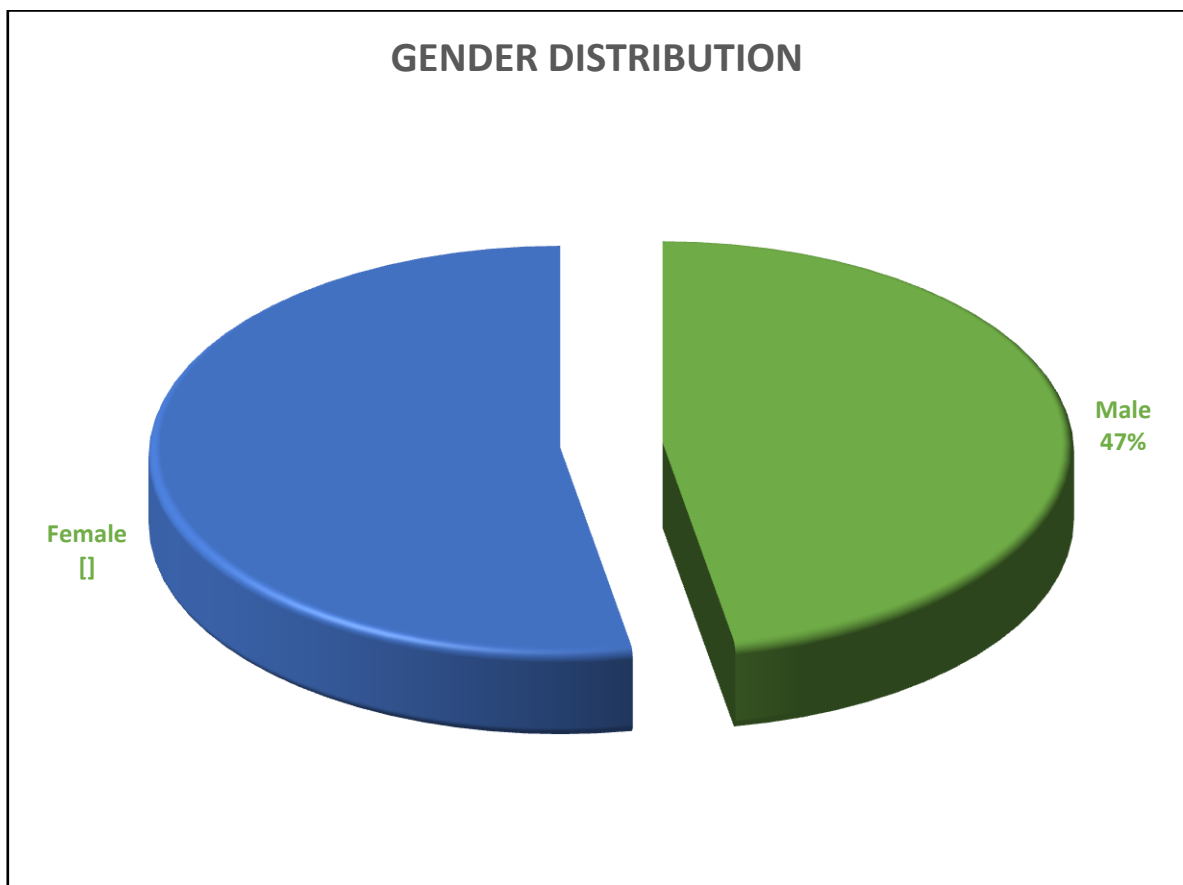
<u>Municipality</u>	<u>Population aged 14yrs & younger</u>			<u>Population aged 65yrs & older</u>			<u>Population aged between 15 & 64yrs</u>			<u>Dependency Ratio</u>		
	<u>2001</u>	<u>2011</u>	<u>2016</u>	<u>2001</u>	<u>2011</u>	<u>2016</u>	<u>2001</u>	<u>2011</u>	<u>2016</u>	<u>2001</u>	<u>2011</u>	<u>2016</u>
Mtubatuba	59193	69069	82443	6557	7793	11506	80 069	98 564	Not Available	82,1	78,0	

For the population aged 14 years and younger, the dependency ratio between 2001 and 2011 has increased by 16,7%, while that of population aged 65 years and older has also increased by 18,9%. The dependency ratio for population aged between 15 and 64 years has increased by 23% between 2001 and 2011. This translates to a dependency ratio of 78 in 2011 compared to 82 (Stats SA, 2011).

As indicated on the graph below, male and female residents comprise 43.2% (42.3%) and 56.8% (57.7%) of the total population of Mtubatuba municipality respectively (Stats SA, 2011). Taking into consideration the migration of most males to urban centres means that the majority of people remaining as household heads are female.

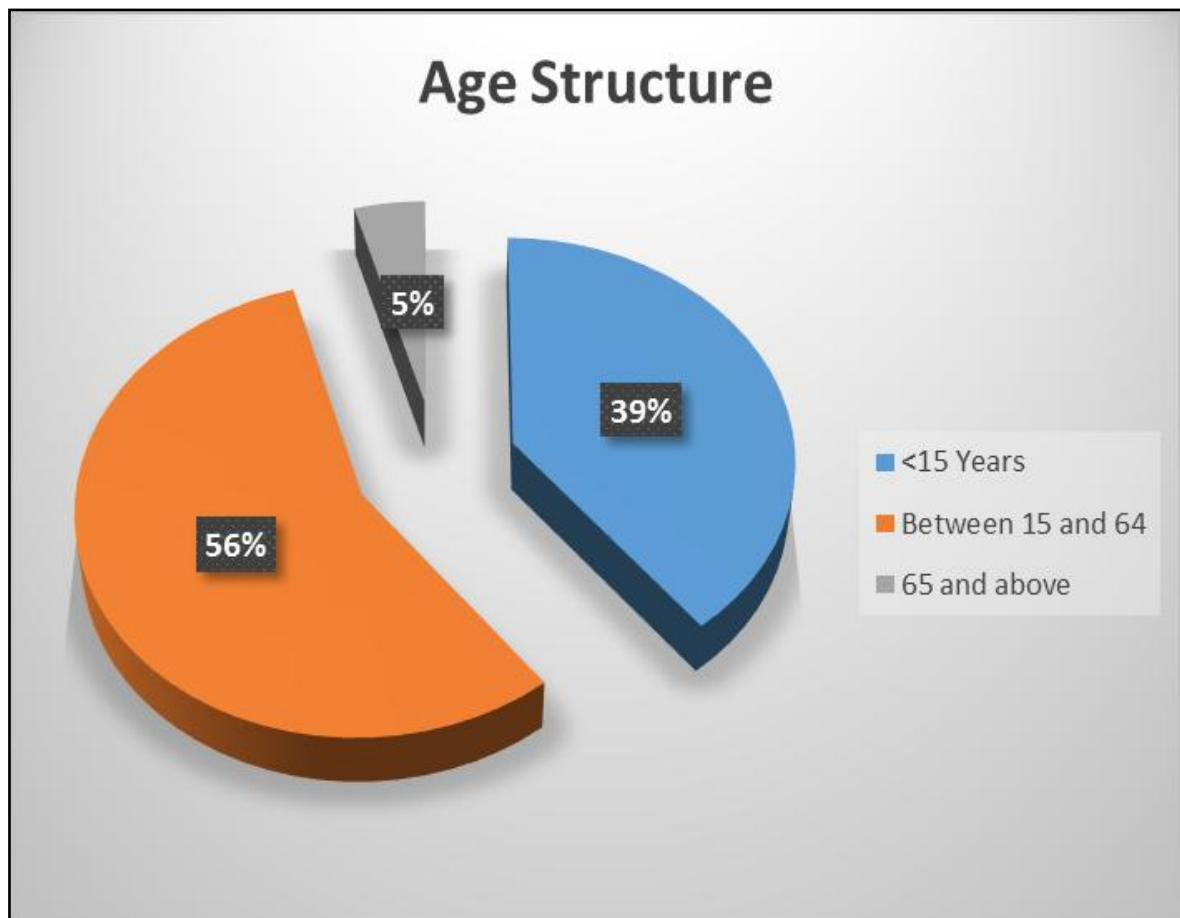
Although there is a slight increase in males, this may be due to loss of employment in urban centres as well as the new mining employment opportunities in Mtubatuba. It is encouraging to note that the dependency ratio in the municipal area has decreased although by only 4% from 82.1% to 78%, it is still an improvement. Increase in education levels would probably open employment opportunities as well as skills development may encourage people to be self employed thereby reducing the dependency ratio.

Graph Showing Gender Distribution



The graph above indicates the age breakdown for the municipal area. Accordingly the age profile shows characteristics of a Predominantly “Young” Population with almost 39% of the population are younger than 15years. This is indicative of the market for educational facilities including primary and high school level. A population of about 56% is between the ages 15 and 64 which depicts that some require tertiary institutions, some expected to be economically active and some pensioners above 60 years. As can be expected only 5% of the population is above 65years. The graph indicates that the majority of the community’s population are considered youth. This means the Municipality need to derive or strengthen social and educational programmes that will cater for this age group e.g. life skills activities, skills development, sports and recreation facilities and activities. Such programmes could help decrease the occurrence of social disruptions (e.g. large number of school drop-outs, drugs and crime) that are often associated with this age group.

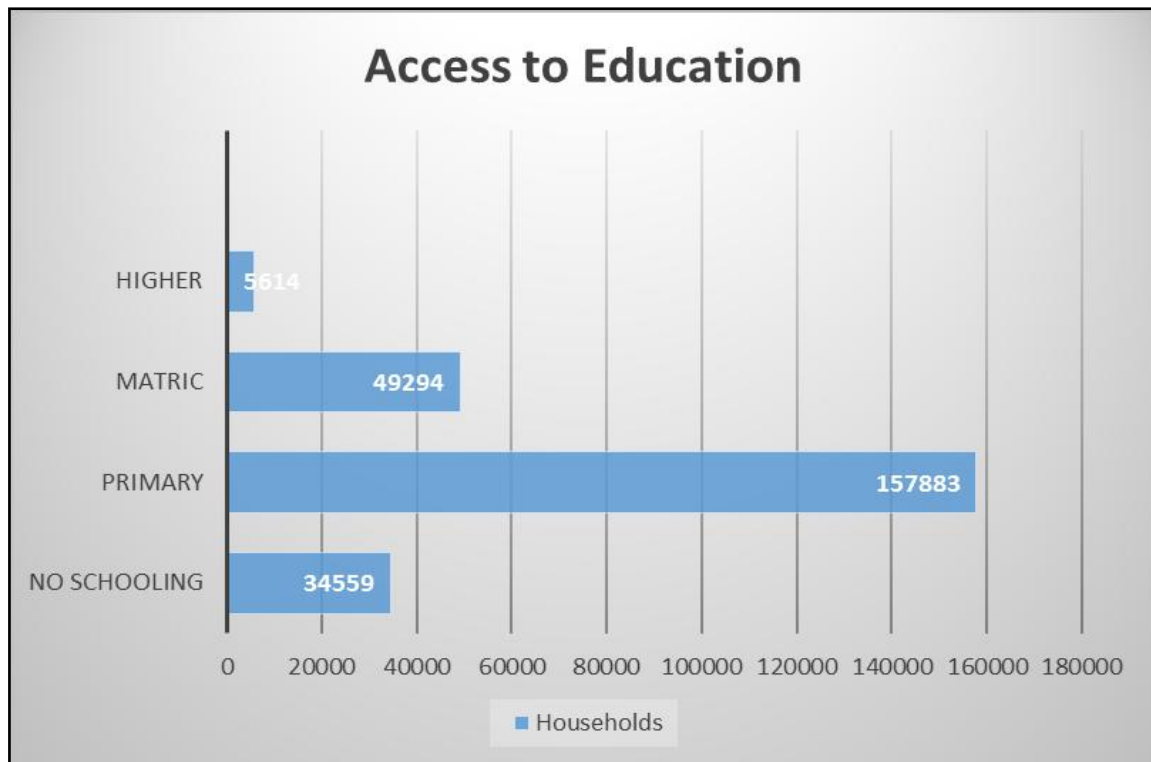
Graph Showing Age Structure



The educational profile gives an indication of the daily activities of the household members as well as the level of education of the households in the Mtubatuba Municipal Area. The graph indicates the literacy rate of the Mtubatuba population. It is encouraging to note that in 2011, only 19.7% never had any schooling compared to the 37% a decade ago. In 2001, only 16.4% of Mtubatuba population had passed matric, again in this regard there is a significant improvement of 28.1% in 2011. Having mentioned the above, it is disturbing to note that access to higher education has dropped from 5.3% in 2001 to a mere 3.2% in 2011. Enrolment in primary education is at 90%.

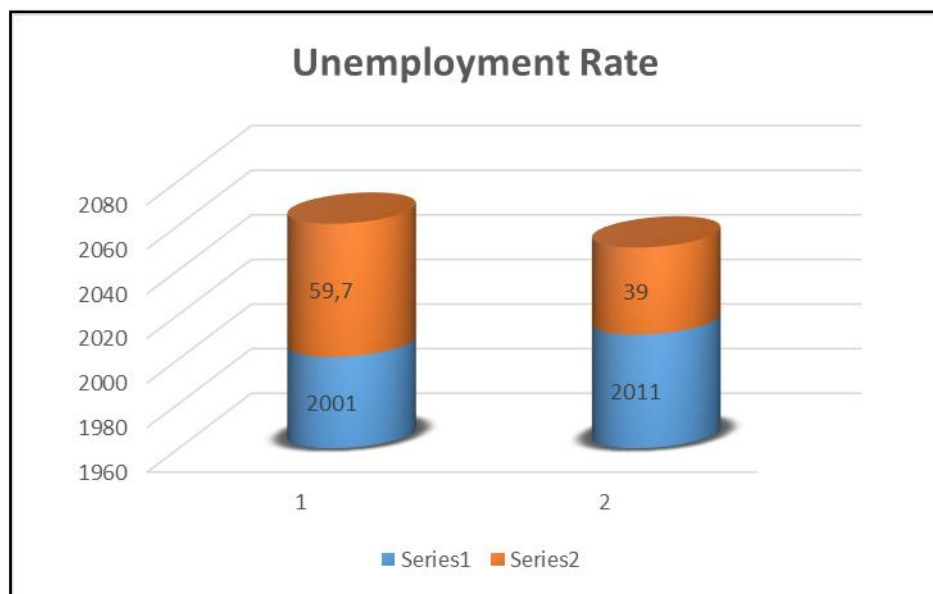
In summary, this shows that literacy level in the municipal area is the higher education enrolment which has since dropped. The drop in attaining higher education certificates may be due to the absence of tertiary institutions in the municipal area. In fact, the statistics echoes educational challenges raised at community meetings where parents indicated that lack of a facility is a problem as they could not afford to pay for fees and accommodation and food elsewhere. It is believed that the improvement in literacy rate in the area may also boost the local economy as people would have skills.

Graph Showing Access to Education



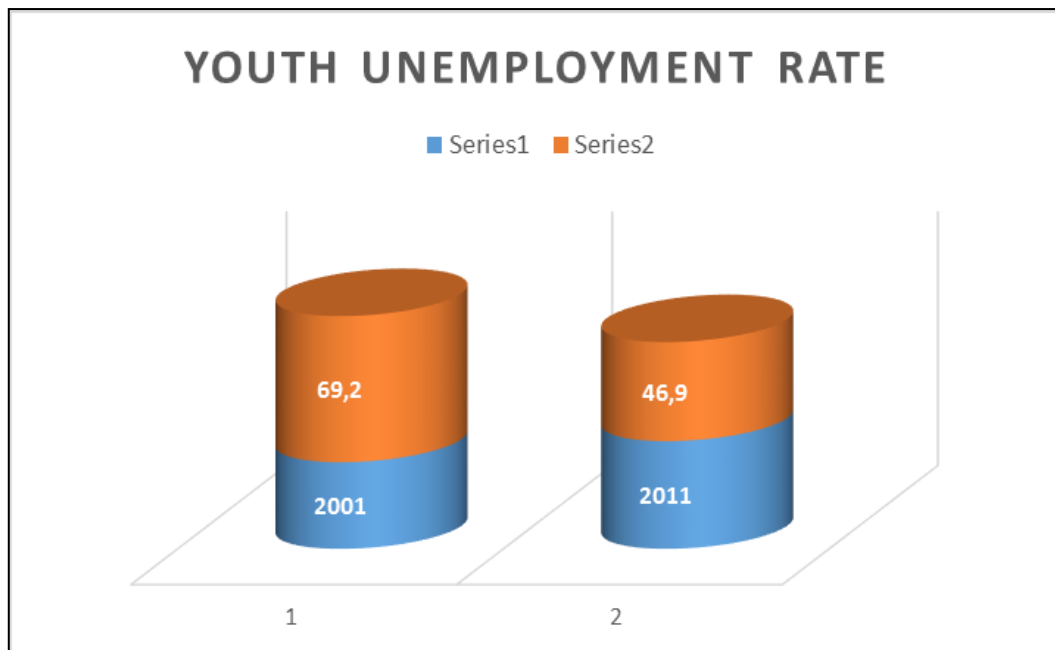
The unemployment rate within Mtubatuba Municipality was at 59.7% in 2001, however in 2011 there is a significant improvement as it is estimated to be at 39%. This may be due to the coal mining operation taking place in the Mpukunyoni Traditional Council area, Somkhele Mine

Graph Showing Unemployment Rate.



In 2001 Youth unemployment rate was at 69.2% and the latest statistics indicate that unemployed youth are approximately 46.9, and a notable improvement of 22.2%.

Graph Showing Unemployment Rate



The Municipality's demographic characteristics including spatial distribution of population, graphically presented through graphs and maps. The situational analysis data used is an official data obtained from Stats SA, Census 2011 and the 2016 Community Survey.

Mtubatuba Municipality population has seen a population growth rate of approximately 1.85% and is the only municipality within the District that has a growth rate of almost 2%. The closest is the Big 5 False Bay Municipality with 1.1%. The Mtubatuba Municipality has made significant strides in addressing issues of unemployment as the unemployment rate has decreased from 60% in 2001 to 39% in 2011. There has also been a massive improvement on telecommunications as people that have access to cellphones have increased from 6 700 in 2001 to 31 000 in 2011, same applies to refrigeration which has increased from 9 000 to over 19 000 people. This implies that the Mtubatuba Municipality is prioritising service delivery as these require access to electricity.

4.2 Cross Cutting Issues

4.2.1 Environmental Analysis

- Mtubatuba Municipality area ranges between 0m (above sea level) generally on the eastern side to about 460 m as one travels east towards Hluhluwe – iMfolozi and Mpukunyoni Traditional Authority areas. The area's climate has been described as subtropical with an annual average temperature of 21.5 °C. While summers are warm to hot, winters are generally cool to mild. The annual rainfall ranges between 600 and 700mm on the western areas which are predominantly rural in nature and between 1201 and 1250 on the eastern side, along the coastal sea belt.
- The Mtubatuba Municipality is characterised by two distinct topographical types, which distinctively divides the Municipality almost equally into an east and west topographical settings. The western half is characterised by undulating landforms with some deeply incised valleys, and plateaus with the most rugged terrain found on the north western corner of the

Municipality around the Mpehlela, Azinda, KwaMtholo, Ntondeweni communities and the Hluhluwe Dam. The very rugged terrain at this area has given rise to several draining lines and major rivers such as the Mvusthini River which drains into the Hluhluwe Dam.

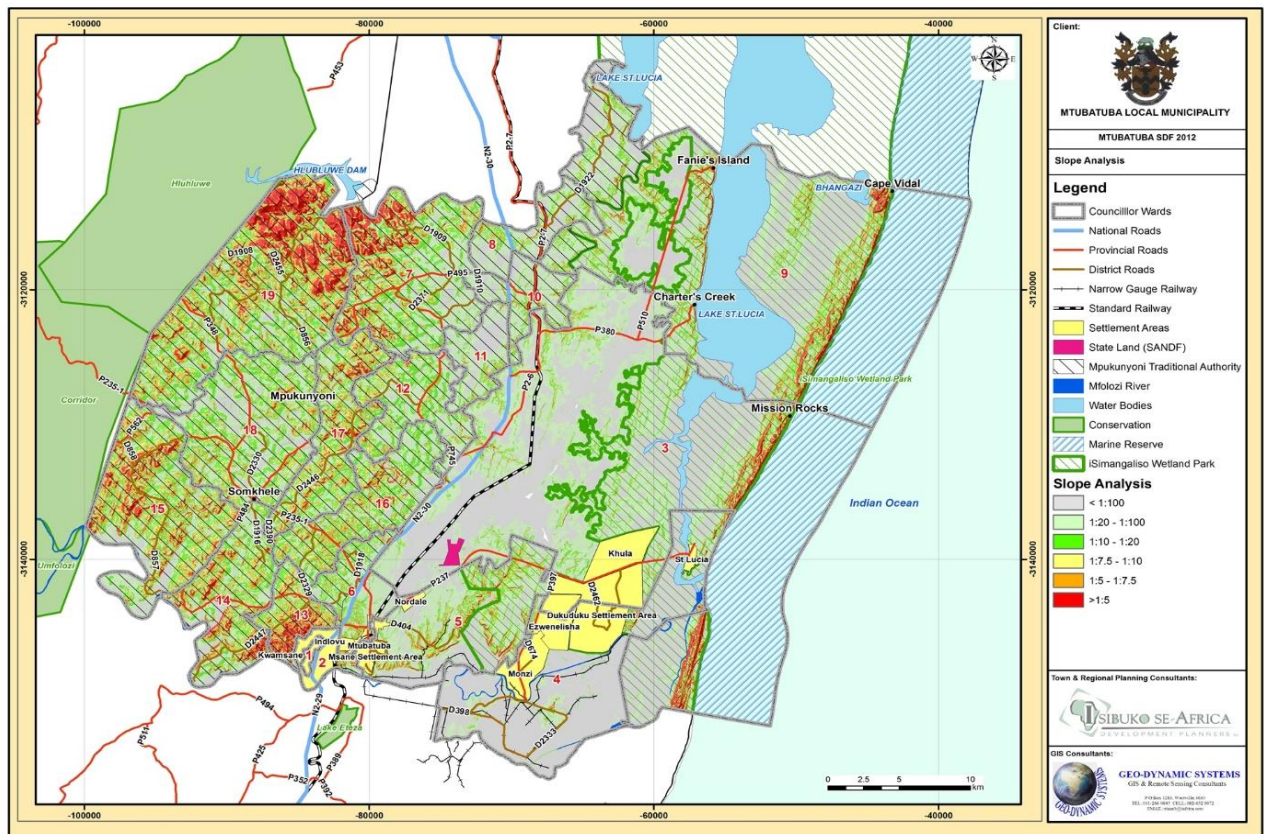
Agricultural Potential

- Given that agriculture is the principal economic activity in the Municipality and the source of livelihood for majority of households, activities that tend to limit agricultural land has the potential to impact negatively on the very sources of livelihood for majority of the people. Settlement planning and proper land management are important to ensure that good agricultural land is not diminished further.
- It should also be emphasized that due to the limited land available for an economically feasible agricultural development in the rural western section of the Municipality, attention should be paid to those agricultural activities that are sustained on relatively small land parcels but yielding economically viable returns. Cash crops such as spices especially for export, poultry, piggery, etc are potential activities that may be investigated for development.

Table Showing Distribution of Agricultural land in Mtubatuba Municipality

LAND POTENTIAL	UNTRANSFORMED LAND (HA)	TRANSFORMED LAND (HA)
Good Land Potential	9867.35	21898.57
High Land Potential	11486.51	4535.30
Low Land Potential	163.69	38.22
Moderately Good Land Potential	24064.19	20640.74
Relatively Good Land Potential	3279.32	3057.83
Very High Land Potential	22410.63	44357.49
TOTAL	71271.69	94528.15

Map Showing 1 Slope Analysis



The Western half of the Municipality is relatively higher in elevation rising to heights of 100m amsl and above. The eastern portion of the Municipality consists of relatively flat to gentle rolling terrain, and less rugged which are broken intermittently by relatively high isolated, hills. The eastern half of the Municipality is of low lying at elevation of between 0m and 32m amsl.

Geology and Soils

- The eastern region of the Mtubatuba Municipality occurs primarily upon the Cretaceous to Quaternary-age coastal plain deposits with the western portion being predominantly underlain by rocks of the Karoo Super group. The geology of the area spans a period of ~260 Ma with the rocks of the Vryheid Formation (Karoo Super group) forming the oldest lithological grouping. The development of the African continental margin and Indian Ocean owe their origin to geomorphic processes that began with the incipient rifting of the supercontinent Gondwana some 180 million years ago followed by the gradual opening of the Indian Ocean after ~140 Ma (Broad et al., 2006).
- At least there are three (3) types of dominant rock formations within The Mtubatuba Municipality, including the following geological structures:
- Lebombo rock formations are more dominant within central Mtubatuba Municipal area and supports generally flat topography and deep soils;

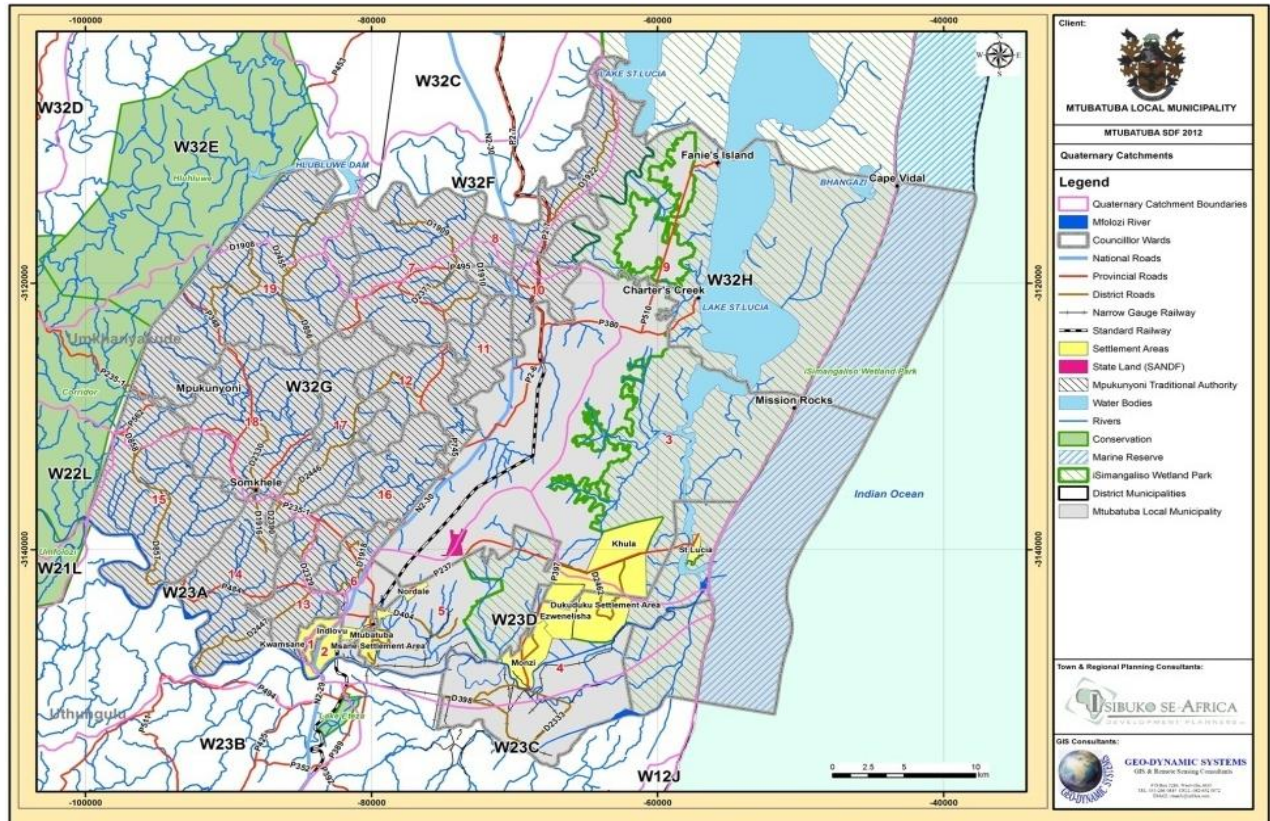
- Mudstone and shale are dominant on the western side of the municipal area within Mpukunyoni Traditional Area; and
- The eastern side of the Mtubatuba Municipal area is characterised by a mosaic sandy rock formations giving rise to sand soils along the coastal belt.
- In the Municipal region a northeast-southwest trending belt of more or less continuous coal development is associated with rocks of the upper Karoo Super-group (Mineral map of KwaZulu-Natal Province). In the south-western region of the Municipality the Somkhele mine derives coal from the Emakwezeni Formation. Somkhele has one of the largest resources of open-pit mineable anthracite reserves in the country.
- The area is characterised by shallow lithosols on weathered bedrock and shallow soils on bedrock. Some of the lower slope areas may be characterised by thicker soils deposits washed down from the hilly areas. These lower areas within the rugged terrain may have potentially active and or expansive soils and potentially erodible soils. The presence of bedrock at shallow depths may require mechanical methods of excavation for foundations and service trenches. Drilling and blasting may also be required in some areas. Due to topographical and geological constraints, the area is likely to pose severe challenges for the establishment of large scale graveyards.

Information about water resources and catchment management within the Mtubatuba Municipality is drawn from the recent KwaZulu-Natal Provincial Growth and Development Strategy.

- The Mtubatuba municipality is located within the Phongola-Mhlathuze Water Management Area (WMA). The WMA is made up of Phongola River which forms the upper most northern boundary and the Mhlathuze River which forms the southern boundary. The WMA is also characterised by Mkhuzi River and Mfolozi Rivers (both Black and White rivers), which forms the southern boundary of the Mtubatuba and UMkhanyakude District Municipality). While these rivers are relatively smaller compared to the Phongola River which is one of the international rivers, they have national significance.
- The Phongola-Mhlathuze Water Management Area supports strategic development in the northern region of KwaZulu-Natal including the following:
 - Agricultural development including commercial and small-scale forestry development between Richards Bay and Mtubatuba;
 - Heavy industrial development – aluminium smelting, pulp and paper and fertilizers;
 - Deep sea port of Richards Bay, which is situated at the mouth of the Mhlathuze River.

The entire coastline from St. Lucia up to the Mozambique border at Kosi Bay is a wetland sanctuary.

Map Showing Quaternary Catchments



- The KZN Provincial Growth and Development Strategy (2011) has identified the Phongola-Mhlathuze WMA as stressed due to certain catchments being oversubscribed, namely, Phongola catchment in the north. However, a potential has also been identified as the Mfolozi catchment is identified as largely 'un-dammed'.
- The Mtubatuba Municipality falls under one primary catchment namely, the Umfolozi catchment and to a large extent, under one tertiary catchment code named W32. An important hydrological characteristic of the Mtubatuba Municipality is the fact that several water courses originate from the rugged highlands at the north western part of the Municipality. Under good catchment conditions, downstream flow at the eastern part would be regular and in large volumes.
- However, it is observed that environmental degradation due to poor land uses such as indiscriminate settlement, indiscriminate removal of vegetation and damage to wetlands have resulted in lower yields and diminished water flow in the rivers and streams. It is observed that the rivers and streams appear to contain significantly less water in recent years than used to be the case in the past two to three decades.
- Wetland systems form one of the most important land features of the Mtubatuba Municipality, with the majority of settlement areas east of the Mtubatuba town at sea level and described as wetland areas. In fact, the iSimangaliso World Heritage Site is described as a system of swamps along the border of the lake, which act as "sponge" areas fed by water seeping through the dunes. These provide critical refuges to freshwater life when the lake salinity is particularly high. Within the context of a World Heritage Site, wetlands within the Mtubatuba region support high levels of biodiversity and ecosystems. However, the

biological functions of wetlands is not limited to eco-systems functions. Wetlands also perform important functions, including flood attenuation and improvement of water quality due to the retention of sediments, nutrients and pathogens. This requires wetlands to be managed as part of a broader eco-system service sustainable development.

- The Mtubatuba Municipality has one large dam although this dam is under the management jurisdiction of authorities of the Umfolozi-Hluhluwe Game Park. However, given the general character of the topography, the Municipality has several isolated parcels of low lying land many of which give rise to several miniature intermittent pans and pools. These small water bodies serve as natural temporal water holding facilities after especially after heavy rainfall periods. In many cases, these water bodies serve as drinking troughs for small wildlife and livestock.
- The southern boundary of the Municipality and the Hluhluwe River which flows in a west-easterly direction at the northern section of the Municipality. Other rivers are shown in Map 10. Both rivers and associated streams currently play a significant role in the social and economic aspects of the Municipality.
- Conservation worthy areas characterise the most dominant land features within the Mtubatuba Municipality. Most of the biodiversity resources of the area are incorporated into the well-established protected areas under the management of the Ezemvelo KZN Wildlife. This ensures that the biodiversity resources pitched at the provincial level but found within the Mtubatuba Municipality enjoys appropriate conservation and protection.
- Mtubatuba Municipality is located within a region which is well recognized for its contribution to the conservation of biodiversity through the establishment of protected area systems. iSimangaliso World Heritage Site is one of the two (2) internationally recognised protected areas in KwaZulu-Natal. Its biodiversity functions in terms of promoting different and unique ecosystems with their forms ranging from microorganism to elephants is well recorded. The protected area systems within the region also include an equally recognised centre of protecting the provinces biological resources – Rhinos, etc. in the form of Hluhluwe-Mfolozi. Both of these protected areas are discussed in length in this document.
- The iSimangaliso Wetlands Park was listed as a World Heritage site on 1 December 1999, meeting three of the ten criteria of UNESCO, thus establishing its outstanding universal value:
 - Being an outstanding example representing significant ongoing ecological and biological processes in the evolution and development of terrestrial, fresh water, coastal and marine ecosystems and communities of plants and animals;
 - Containing superlative natural phenomena or areas of exceptional natural beauty and aesthetic importance.; and
 - Containing the most important and significant natural habitats for in-situ conservation of biological diversity, including those containing threatened species of outstanding universal value from the point of view of science or conservation.
- iSimangaliso covers an area of approximately 358,534 ha that encompasses five major ecosystems and has a number of notable and diverse land forms. The Lubombo Mountains,

in the west and the spectacular dune systems along an extended and largely unspoilt coastline, enclose the lake systems, consisting of two estuarine-linked lakes (St Lucia and Kosi) and four large freshwater lakes (Sibaya, Ngobezeleni, Bhangazi North and Bhangazi South). The uMkhuze and uMfolozi swamps contain swamp forest, extensive reed and papyrus wetlands, which contrast with the inland western shores, formed from ancient shoreline terraces and consisting of dry savannah woodland.

- The Park Authority has developed an Integrated Management Plan in line with the requirements of The World Heritage Convention Act, 1999 (Act 49 of 1999), read with the National Environmental Management: Protected Areas Act, 2003 (Act 57 of 2003). The IMP lays down minimum requirements and procedures for its adoption. The object of the IMP is to ensure the protection and management of the World Heritage site in a manner that is consistent with the objectives and principles of the governing Acts.

Areas Which Require Conservation

In terms of the Conservation Plan (C-Plan) that Ezemvelo KZN Wildlife has developed for the whole of KwaZulu-Natal Province, this plan, KwaMbonambi Hygrophilous Grassland (KZN9) found along the coastal sea belt, is classified as under threat is identified as an area that should be maintained in a natural state in order to ensure the continued existence and functioning of species and ecosystems and the delivery of ecosystem services.

The C-Plan identifies human settlement development taking place east of the Mtubatuba town in areas such as Khula Village, Dukukudu and Ezwenelisha as increasing pressure of irreplaceability to identified biological resources of conservation significance.

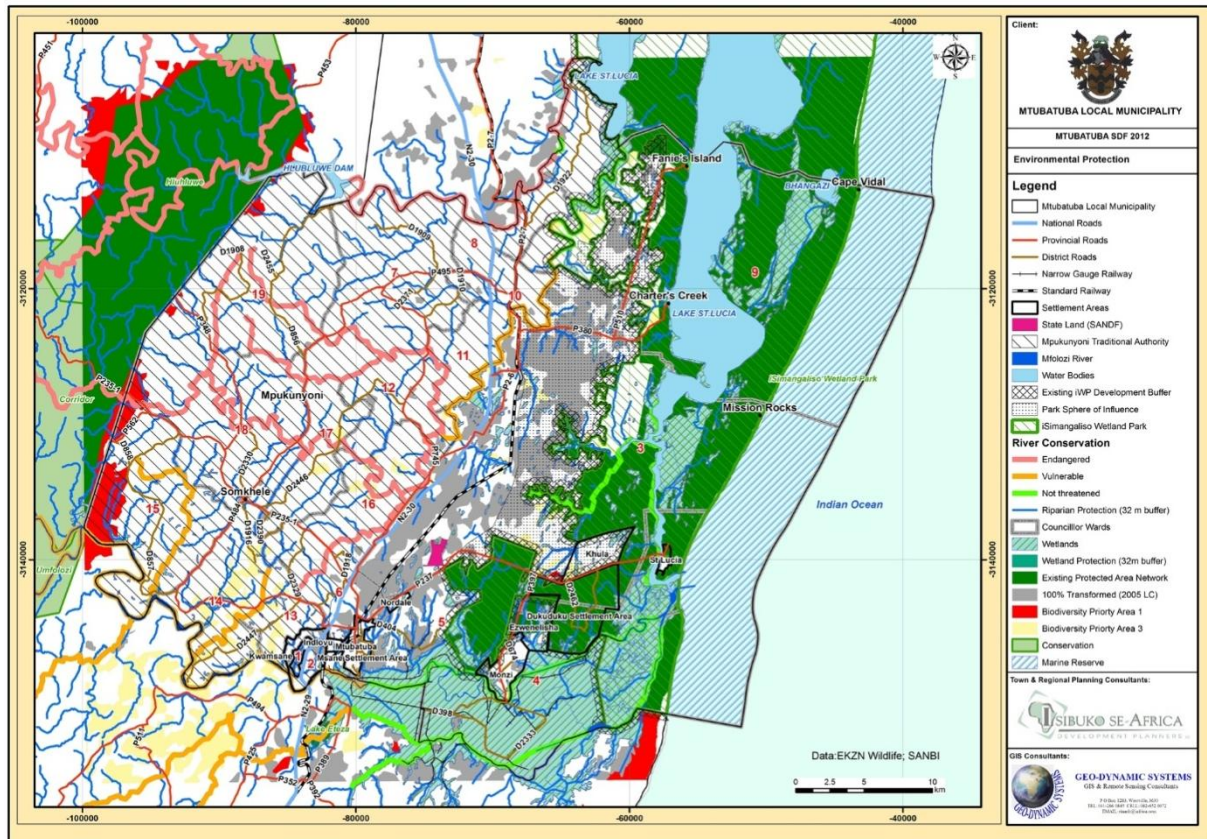


Heritage and Culture Administrative Entities

According to the Natal Museum, identified archaeological materials in the Mtubatuba Municipality are few because only one formal archaeological survey (for the Somkhele Mine) has ever been done in the area. These records therefore do not represent the full cultural heritage potential of the Municipality. Data from neighbouring areas, specifically the Hluhluwe-Umfolosi Nature Reserve and the iSimangaliso Wetland Park, are more detailed and they show that the region is rich in archaeological sites, from the Early Stone Age (up to 2 million years old) through to the Late Iron Age (which ended in this region around AD 1800). Nevertheless, there are no proclaimed archaeological sites (national or provincial landmarks) in Mtubatuba Municipality.

Cultural Sites

The Municipality has several cultural sites especially burial sites which may not be a particularly significant cultural heritage in the sense of an SEA. However, the one significant cultural site is the burial sites of the Kings of the Nomathiya clan located on the Western side of the Municipality.



Key Environment Characteristics Within the Municipality

- Mtubatuba Municipality has diverse environmental characteristics that either presents itself as opportunities or constraints to development. Although every aspect of the environment requires management, some elements within the environment require particular management attention due to either their vulnerability to land use changes and intensities, or their potential to supply goods and services on a sustained basis. The key environmental elements of interest are discussed below.
- These are relevant for their constraints to development particularly at the western part of the Municipality. Topography and slope have the potential to induce land degradation which in turn leads to worsening of especially rural livelihood opportunities. However, these factors also provide opportunities for development conservation based economic activities as they provide significant aesthetically pleasing land features (wilderness experience). The rugged terrain areas of the Municipality are also major sources of many of the streams and rivers that traverse the area. These environments are therefore of key management interests for the Municipality.
- Geological formation of the Municipality provides opportunities for mining at different levels of intensity. The occurrence of economic mineralisation is sparsely distributed within the Mtubatuba Municipality. Coal resources are by far the largest mineral resource in the Municipality with Somkhele mine located at the south western part of the Municipality, reported to have one of the largest resources of open-pit mineable anthracite reserves in the country, at 23 million tonnes, with a further 23,000 hectares under exploration.

- Although there is little direct intervention approaches to curb climatic effects, indirect changes can be effected to minimise the climatic effects in the area. The key climatic effects triggered to a large extent by human activities in the region as a whole is increasing flooding and rampant bush fires that characterise the region in recent years. Flood prone areas and those areas potentially susceptible to devastating effects of bushfires need to be identified and emergency preparedness planned for the areas.

The Municipality has some areas of high biodiversity significance where species composition and diversity are considered to be rich. These areas require particular management so as to conserve the biodiversity of the area. Of major interest are those areas bordering the eastern borders of the Umfolozi-Hluhluwe Game Park which could provide opportunities for ecotourism benefits to the communities neighbouring the park. Also, of conservation interest are the biodiversity areas close to the iSimangaliso and St. Lucia Wetland Parks including the controversial Dukuduku forest, note is also made of the areas of total irreplaceability and biodiversity priority areas along Umfolozi-Hluhluwe, west of Siqokoma and Ntweni.

It is observed that poor land use is a major contributor to the loss of biodiversity in the Municipality. The identified biodiversity hot-spots in the Municipality will require cooperative governance between the Municipality and other conservation authorities to work together to manage the resources on a sustainable basis.

The Municipality is a major source of fresh water in the region. In recent years, declining quantity of fresh water is observed in the rivers and streams of the Municipality as is the case generally in the country. Given that South Africa is a water stressed country, the water resources (including riparian zones) within the Municipality have to be effectively managed. Studies show that the water demand within the Umfolozi catchment within which the Mtubatuba Municipality falls by far exceeds the available supply.

- A few cultural resources of local significance are located in the Municipality. By law, municipalities are expected to participate in the management of all heritage resources within their area of administrative jurisdiction. Thus one of the major tasks of the Municipality is to be familiar with the location of these resources and provide oversight functions to ensure the safety of the heritage resources.

Land capability of the Mtubatuba Municipality is theoretically significantly high. Only an estimated 20% of the total land area of the Municipality has land with minor limitations to agricultural production. The remaining 80% is either not arable or has severe limitations to agriculture. Unfortunately, the limited land for agriculture is decimated by extensive settlement and other land uses. Currently, it appears that commercial agriculture is not a viable land use option for a development programme can be targeted

BIODIVERSITY SUMMARY FOR MTUBATUBA LM				
TRANSFORMATION	TERRESTRIAL ECOSYSTEM			
Areas remaining natural - 9168.7ha (18.5%)	Biomes		Threatened Terrestrial Ecosystems	
Areas where no natural habitat remains - 40360.4ha (81.3%)	Indian Ocean Coastal Belt	47521.8ha (95.72%)	Critically Endangered (CR)	
PROTECTED AREAS	Savanna	2113.3ha (4.26%)	Kwambonambi Hygrophilous Grasslands - KZN 9	23.2ha (0.05%)
iSimangaliso Wetland Park	Vegetation Types		Endangered (EN)	
Ramsar Wetlands	Freshwater Lakes	54.1ha (0.11%)	Dukuduku/St Lucia Grasslands and Forests - KZN 23	3449.4ha (6.95%)
FRESHWATER ECOSYSTEM	Mangrove Forest	333.9ha (0.67%)	KwaZulu-Natal Coastal Forest - FOz VII1	148.1ha (0.3%)
Water Management Area	Maputaland Coastal Belt	37108.6ha (74.74%)	Mangrove Forest - FOa 3	328ha (0.66%)
USUTU TO MHLATHUZE - 49640ha (99.98%)	Maputaland Wooded Grassland	6464.1ha (13.02%)		
Rivers	Northern Coastal Forest	3119.3ha (6.28%)	Vulnerable (VU)	
Mfolozi; Msunduzi; Nyalazi; St Lucia	Subtropical Coastal Lagoons	257.4ha (0.52%)	Maputaland Wooded Grassland - CB 2	346.8ha (0.7%)
Wetlands	Subtropical Dune Thicket	17ha (0.03%)	Swamp Forest - FOa 2	63.9ha (0.13%)
741 covering 9822.1ha (19.8%)	Subtropical Seashore Vegetation	52.4ha (0.11%)		
COASTAL & INSHORE MARINE SYSTEM	Swamp Forest	72.2ha (0.15%)		
N/A	UMkhanyakude Coastal Thornveld	2068.9ha (4.17%)		

Table Showing Biodiversity Summary for Mtubatuba Municipality

4.3 Environmental SWOT Analysis

Table Showing Compilation of Mtubatuba LM's Environmental Status Quo ito of (a) Constraints, Weaknesses, and issues, (b) Strengths and Opportunities, and (c) Management Priorities

COASTAL & ESTUARINE ENVIRONMENTS	Coastal Zone - the area comprising coastal public property, the coastal protection zone, coastal access land and coastal protected areas, the seashore, coastal waters and the exclusive economic zone and includes any aspect of the environment on, in, under, and above such areas. Estuaries - a body of surface water that is part of a watercourse that is permanently or periodically open to the sea, or in which a rise and fall of water level as a result of the tides is measurable at spring tides when the watercourse is open to the sea or in respect of which the salinity is measurably higher as a result of the sea's influence	
Constraints, Weaknesses & Issues	Strengths & Opportunities	Management Priorities
High environmental sensitivity to development and other forms of anthropogenic pressures. Disruptions in terrestrial and wetland processes will also disrupt estuary and coastal processes. Water bodies (estuaries) at the lower reaches of catchments and therefore prone to reductions in freshwater flows, eutrophication and unfavourable levels of turbidity. No established estuary or coastal management forums. Local communities poorly educated, rural and poverty stricken, highly dependent on the natural resources. Damaged hydrological functioning of St Lucia Estuary due to artificial diversion of Mfolozi River. Regular and prolonged closure of St Lucia Estuary mouth. Situated in a region that experiences periodic tropical cyclones and floods. Poor catchment management of Mfolozi High density of alien plants and commercial forestry in catchment (reduced freshwater flows into estuarine	World Heritage Site, Ramsar and Marine Protected Area status. International collaborations and conventions for conserving these environments. Formulation of the iSimangaliso Global Environmental Facility Project (iSimangaliso Wetland Park Authority, 2011b). Enabling legislative framework for protection and sustainable use. Political support for sustainable utilisation. Official management bodies (iSimangaliso Wetland Authority & EKZNW) and historically effective implementation of management measures (good enforcement and co management record). Presence of skilful environmental experts in the province to advice management. Large volume of literature on the environment. Outstanding example representing significant on-going ecological and biological processes in the evolution and development of terrestrial, freshwater, coastal and marine ecosystems and communities of plants and animals (one of	The iSimangaliso Wetland Park is a World Heritage Site. Environmental Management efforts must ensure that this status is maintained and supported. IMP for the Park to be adopted and integrated into the EMF. iSimangaliso Wetland Park Authority to comment on any development within the park's Zone of Influence. Ensure sustainable utilisation of resources for future generations. Reduce high concentrations of suspended inorganic sediments (not turbidity). Increase the volume of freshwater inflow into the four estuaries. Development of an estuary management forum. Restoration of the health of St. Lucia Estuary. Quantify the ecological reserve needed by each estuary to ensure adequate and sustainable functioning. Ensure adequate estuary mouth management aimed at restoring nursery and hydrodynamic functioning. Ensure that nutrient concentrations do not exceed

systems). Overgrazing from cattle and goats in the estuarine functional zone. Oligotrophic seawaters have limited productivity for commercial harvesting. Situated adjacent to major shipping route. Limited quantification and knowledge of the value of ecosystem services accrued by the coastal-marine environment. Commercial harvesting of fish in estuaries. Far from harbours to facilitate naval presence and policing of coastal waters. Poor performing WWTWs. Sandy soils and high water table, increases risks of water pollution/eutrophication. Ecological water requirements not determined for Kosi & Mgobezeleni Estuaries. Limited knowledge on the hydrology of Kosi Estuary. Insufficient estuarine and coastal ecological monitoring. Increasing tourism impacts on the coastal environment and coral reefs. Dukuduku development within iSimangaliso's Zone of Influence. Loss of sensitive habitat due to dependence of community on natural resources.	the criteria that gave the area World Heritage status). Superlative natural phenomena and areas of exceptional natural beauty and aesthetic importance. One of the criteria that gave it World Heritage status. Contains important and significant natural habitats for in-situ conservation of biological diversity, including those containing threatened species of outstanding universal value from the point of view of science or conservation (one of the criteria that gave the area World Heritage status). High biodiversity. Diverse ecosystems and habitats. Breeding populations of threatened species (turtles, estuarine birds etc.). Situated in a biogeographic transition zone. Highest and oldest vegetated coastal sand dune cordon in the world. Largest estuarine system on the African continent. Important fossil deposits of estuarine & marine organisms on the western shores of St Lucia Estuary. High value of ecosystem services (natural resources, fish-nursery function, protection of fish spawner biomass, carbon sequestration). High eco-tourism value and potential (diving, fishing, bird watching etc.). Pristine clear-water beaches with limited debris. Favourable year-round climate. Accessible.	unfavourable levels. Ensure minimal development and only eco-friendly, low density, low impact developments (e.g. bird hides, board walks). Support environmental & ecological monitoring. Enhance diversity, restore mangrove forest, nursery and estuary function. Holistic and efficient management aimed at ensuring the maintenance of healthy sandy beaches, rocky shores and coastal dunes. Delineation of coastal setback lines. Southwards extension of Maputaland Marine Protected Area. Offshore extension of marine protected area. Mitigate offshore oil spills when they occur. Mitigate the impacts of ships wrecking. Renew or maintain beaches to pristine state with zero pollution To attain a balance between ecological needs and tourist preference. Renew awareness of the problems of dune trampling. Holistic and efficient management aimed at ensuring the maintenance of healthy reefs Ensure that nutrient concentrations inshore do not exceed unfavourable levels. Ensure that Ragged-tooth Sharks are not disturbed significantly while gestating at Quarter Mile Reef.
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		Minimise levels of disturbance on reefs. Monitor extent of coral bleaching. Protection & maintenance of populations of key species. Continue monitoring of breeding turtle populations. Manage alien invasive species to ensure no displacement of indigenous species and safe guard ecosystem functioning and processes. Conservation of indigenous species. Paradigm shift in attitudes on keeping fish. Encourage catch and release. Quantify the economic value of marine ecosystem services and resources.
MINING	The process or business of extracting ore or minerals from the ground	
Constraints, Weaknesses & Issues	Strengths & Opportunities	Management Priorities
The occurrence of mineralisation is sparsely distributed across the uMkhanyakude district. Surface water pollution (e.g. contaminated runoff). Groundwater pollution. Air pollution (e.g. dust). Absence of / inadequate rehabilitation. Capacity to identify requirements and obligations in terms of NEMA, Mineral and Petroleum Resources Development Act (Act No. 28 of 2002), National Water Act (Act No. 36 of 1998) and National Environmental Management: Biodiversity Act (Act No. 10 of 2004) (amongst others).	The Somkhele Coal Mine has one of the largest reserves of open-pit anthracite in the country.	Coordinated compliance monitoring and enforcement of mining activities. Mapping of mineral resources and areas set aside for prospecting. Establish rehabilitation specifications for mined areas. Mining activities for high priority mineral deposits. Implementation of Integrated Water and Waste Management Plans. Compliance of mining activities with authorisation conditions.

PLANNING & DEVELOPMENT	Spatial Planning = planning process that is inherently integrative and strategic, takes into account a wide range of factors and concerns and addresses how those aspects should be arranged on the land	
Constraints, Weaknesses & Issues	Strengths & Opportunities	Management Priorities
Private land transactions with the local traditional council leaders without any development approval (particularly high negative impacts when occurring inside the iSimangaliso Wetland Park World Heritage Site). Sustainability of successfully claimed land. Dysfunctional spatial form with low density rural sprawl complicates access to services and employment. Poor condition of the roads within the district hampers access and economic development. Disparate development in the vast areas that fall under traditional leadership in UKDM. Land that is subject to competing forces, where opposing parties have different requirements for the utilisation of the land. Lack of implementation and ad hoc implementation. Significant areas under land claims. Over-ambitious development proposals.	Comprehensive spatial, economic and social planning in the district and its local municipalities with unified goals and objectives. Investment in the district promoted through the LSDI. The district has been prioritised by both national and provincial government. The district has the opportunity to use the shift in population from rural areas to small towns to ensure effective service delivery and improved access to services and facilities. Opportunity to use the myriad of funding mechanisms to ensure sustainable development and job creation.	The District's EMF has considered the SDFs. It is therefore imperative that the EMF to be integrated into the SDFs. UKDM's corridor strategy rests on the strengths of the district in terms of its economic advantages based on (1) location and (2) the two main sectors of economic activity, namely agriculture and tourism. Need for MOA's to be signed with the Ingonyama Trust Board in terms of land development. Environmental Education Programme to be implemented that specifically targets the Traditional Leaders in the district. Opportunity for Community Conservation Areas to be explored through planning mechanisms. Maintain working relationships between the various spheres of government to ensure a collaborative effort to conserve UKDM's protected areas and their adjoining buffer zones, through prudent planning.

4.2.2 Structuring Elements

The major structuring elements of the Mtubatuba Municipality are the Mfolozi River along the Southern boundary (shared with Mfolozi Municipality), the Nyalazi River (centrally located), the Indian Ocean/iSimangaliso Wetlands Park, the N2 as well as R617 from St Lucia to KwaNongoma (east-west linkage), and a number of provincial roads within the Mpukunyoni Traditional Council area.

The Municipality consists of a number of urban settlements of KwaMsane, St Lucia and Mtubatuba as well as rural settlements within the Mpukunyoni Traditional Council. Settlement Pattern Mtubatuba Municipality is predominantly rural in character with the majority of the land being part of Ingonyama Trust Land. Settlement pattern occurs in the form of expansive rural settlements scattered unevenly in space. The development in most of the area is typically traditional i.e. a scattered settlement pattern with an absence of a strong nodal hierarchy. Uneven topography, membership of the community and traditional land allocation practices are the major factors that shapes settlement pattern. Hluhluwe/Mfolozi Game Reserve also has a major impact on the spatial structure of the area.

Current land use patterns have evolved in response to the settlement pattern, the natural environment and regional access routes and reflects the rural nature of the region within which Mtubatuba Municipality is located.

Major land uses in the area include the following:

- Residential use which occurs in the form of urban areas of Mtubatuba CBD, St Lucia and KwaMsane and expansive rural settlements in the Mpukunyoni Traditional Council.
- Grazing land located between the settlements.
- Conservation and tourism area in the form of Hluhluwe-Mfolozi and iSimangaliso Wetland Parks.
- Mining.

Residential use occurs in the form of formal townships/suburbs such as Riverview, Nordale, St Lucia and KwaMsane, and homesteads (Imizi) which are spread unevenly and unsystematically in space throughout Mpukunyoni Traditional Council area.

Homesteads are allocated land following the traditional land allocation system implemented under the stewardship of local Induna with the neighbours as witnesses. Allocations vary significantly with each allocation assumed to be enough to accommodate dwelling units, a kraal and some crop production.

Car ownership is a relatively high and in some rural areas a new phenomenon and not all households need regular direct road access.

Grazing land occurs in the form of large tracks of vacant land located between different settlements. None of this is properly developed as grazing land. Its carrying capacity has not been determined. As such, grazing is not controlled nor managed in accordance with the norms and standards for grazing

land. This could be ascribed to the fact that livestock farming is undertaken on subsistence basis. The number of livestock each household is allowed to keep is not controlled. Consequently, the land is overgrazed and its condition is fast deteriorating. The land is also under pressure from settlement and expansion of mining operations in the Mpukunyoni area.

4.2.3 Conservation and Tourism

This Park was first proclaimed as a conservation area in 1895 and subsequently as the Hluhluwe Game Reserve on 1897. The Corridor was known by this name because it constituted a corridor zone between the Hluhluwe Game Reserve and the Umfolozi Game Reserve through which the road from Mtubatuba to Nongoma passes. It was formally proclaimed as the Corridor Game Reserve in 1989. On the other hand, iMfolozi Game Reserve was first proclaimed as the Umfolozi Junction Reserve 1895 and subsequently as the Umfolozi Game Reserve in 1897. Subsequent amendments were detailed in a series of proclamations with the last one being in 1962.

The park lies some 20km northwest of Mtubatuba, between 27° 59' 55" and 28° 26' 00"S, and between 31° 41' 40" and 32° 09' 10"E.

Hluhluwe-Imfolozi Park is trisected by three main watercourses, the White Umfolozi River, the Black Umfolozi River and the Hluhluwe River with its main tributaries the Mansiya, the Manzibomvu and the Nzimane Rivers.

The purpose of the park is to contribute to the achievement of provincial and national nature conservation objectives and targets, as a component of the national protected area system.

4.2.4 Isimangaliso Wetland Park

Amongst the many objectives of the Act, as set out in Section 3 dealing with the cultural and environmental protection of the World Heritage Site, a specific objective of the Act is to "promote empowerment and advancement of historically disadvantaged persons in projects related to World Heritage sites".

At the very least, the project area borders on the iSimangaliso World Heritage site. It appears from a perusal of Annexure 1 to Government Gazette Notice 4477 of 24 November 2000, which established the Heritage site and the authority that components of the project area are actually in the Heritage site.

In addition to the Act and establishment Notice there are also regulations in connection with the park published in Government Notice 21779 of 24 November 2000.

Furthermore, there is a management agreement between the Park authority, the KwaZulu-Natal Nature Conservation Board and the KwaZulu-Natal Tourism Authority which was ratified by the Department of Environmental Affairs and Tourism on 31 October 2002.

Isimangaliso Wetland Park: The estuary is the largest in Africa and boasts, among other attractions, the world's largest forested sand dunes, which reach up to 180 m (600 feet).

Swamps along the border of the lake, and "sponge" areas are fed by water seeping through the dunes; these provide critical refuges to freshwater life when the lake salinity is particularly high. The park consists of five individual ecosystems. These ecosystems function totally independent yet fully integrated with each other.

An Integrated Management Plan (IMP) has been prepared for both Hluhluwe-Imfolozi and Isimangaliso Wetland parks.

4.2.5 Coal Mining Operations

Somkhele coal mine is located approximately 20km west of Mtubatuba along R618. It is located in Somkhele area and covers approximately 780ha of land. The prospecting company has been granted further areas 4 and 5 covering 23,027ha.

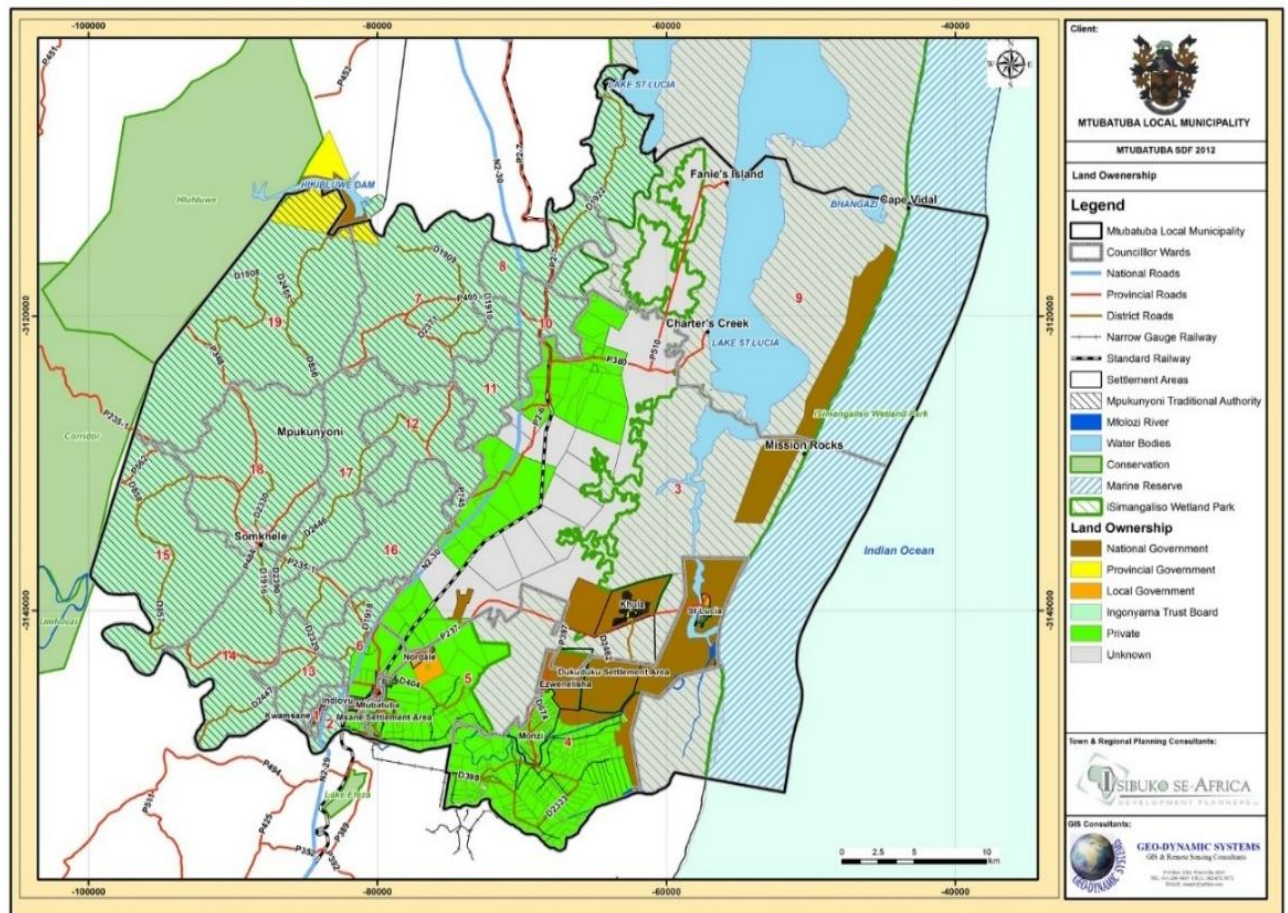
Opening of the coal mine has had profound spatial impact in the area. These can be summarised as follows:

- Relocation of households located within the blasting zone to other settlements within Mpukunyoni.
- Opening of new access roads.
- Net reduction of grazing land.

4.3 Land Ownership

As mentioned above that the Mtubatuba Municipality is predominantly rural, which means the majority of the land is administered by the Ingonyama Trust Board through the Mpukunyoni Traditional Council.

Map Showing Land Ownership

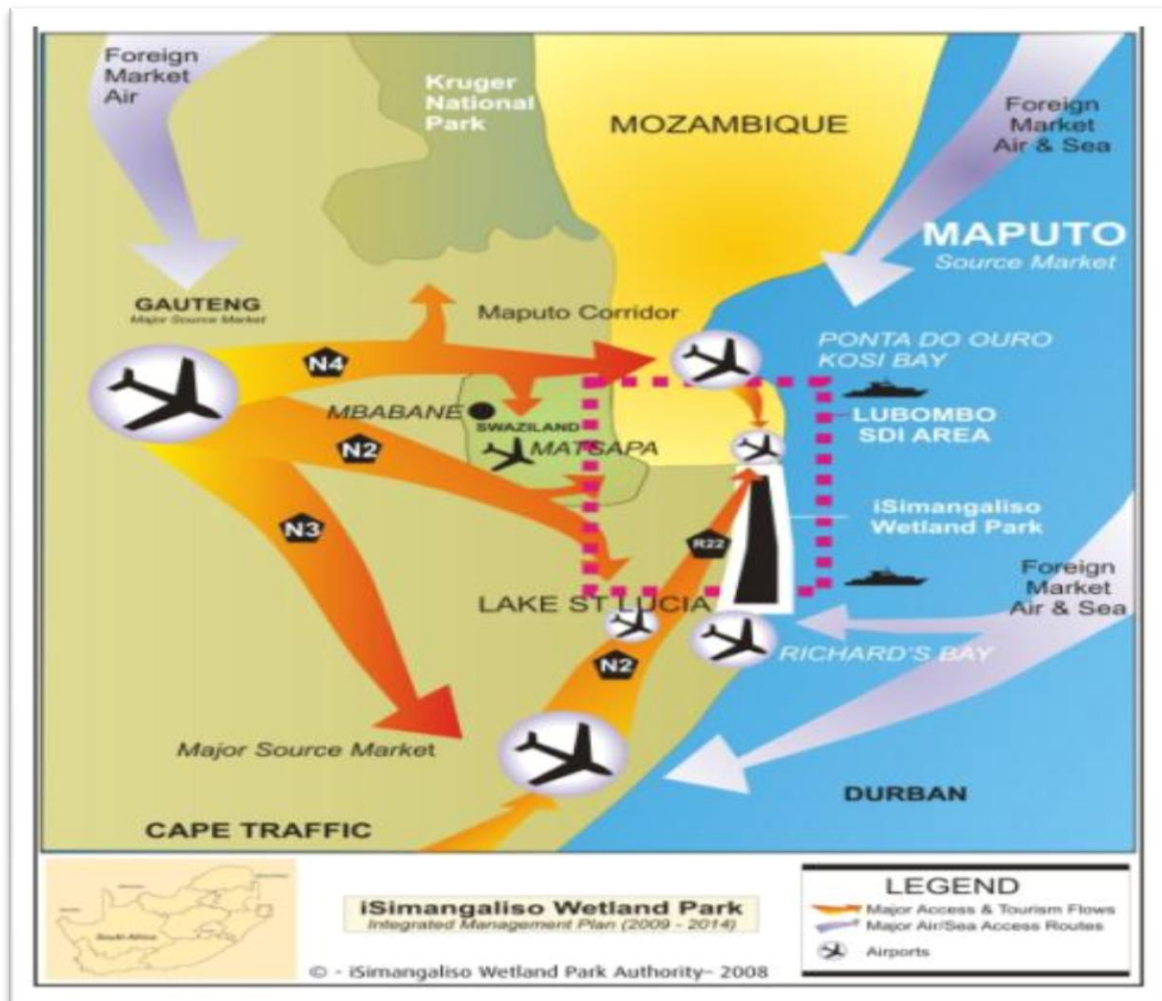


The remaining land (a small portion) is privately owned, state owned, and land held under Trust (for example, the Dukuduku Trust).

4.4 Land Reform

4.4.1 Land Restitution

With the introduction of the new Constitutional dispensation in 1993, and the subsequent enactment of the *Restitution of Land Rights Act*, No. 22 of 1994, an opportunity was created for communities or individuals to reclaim land rights lost as a result of the segregationist and apartheid policies.



Dukuduku is the subject of a land claim and a Government Gazette notice regarding this claim has already been issued. The claim has not been settled although there have been negotiations between the interested and affected parties including representatives of the land claimants (supported by the Association For Rural Advancement (AFRA)), iSimangaliso and the Regional Land Claims Commissioner.

A voluntary association has been formed to represent the claimants in the negotiations and this association must be included in all structures and initiatives dealing with the claim going forward. It is understood that the claimants are basically divided into two principal groups - those that reside on the claimed land (including in the Dukuduku State Forest) and those residing outside the project area.

Implementation of the land reform programme in Mtubatuba occurs as follows:

- Dukuduku forest which is subject of the resettlement programme;
- The Department also provides support and assist current land reform project near Monzi, Phumasingene Co-operative Limited, on the farm Mybie, which is a sugar cane farming project;
- Isimangaliso Wetlands Park land restitution claims, both of which have been resolved; and
- Hluhluwe-Imfolozi Land Restitution Claim filed by Mpukunyoni Community.

The Dukuduku State Forest is more than 13,200 hectares, and it is located in northern KwaZulu-Natal, between the towns of Mtubatuba and St Lucia.

A portion of Dukuduku State Forest comprising of un-surveyed 10,125 ha, including the Umfolozi Swamp State Forest forms part of the Greater St Lucia Wetland Park (Wetland Park); although this portion is not part of the area that has been listed as a World Heritage Site by UNESCO. The Mtubatuba – St Lucia Road (R618) is the main economic corridor in the Khula – Dukuduku region, offering services in the form of transport and trade opportunities for local residents.

The route is however, of prime socio economic importance, to the iSimangaliso World Heritage Site, a site given this accreditation due to, amongst other principles, the “sense of place”.

As such, it is important that such sense of place is not compromised through development options being exercised at a local level without an understanding of the cumulative impact on the entire route.

Further to the above, it should be noted that the Mtubatuba – St Lucia road (P237) is presently, a significant “divide” between forested areas to the north of the road (by extension the Western Shores region) and those relic forest patches to the south (within the Dukuduku district and the Futululu forest). Any further development intended for the corridor should thus avoid “widening” of this divide through removal of canopy and establishment of increased hardpan within the divide.

Since the early 1990s, circumstances arising from pressure on the land in the Mtubatuba and St Lucia area resulted in a major influx of people who settled illegally in the Dukuduku forest area. Up to 3,000 families have been resident there. National and Provincial government jointly agreed on 14 December 2006 to appoint a Task Team to review the State’s position in respect of Dukuduku and set out options to Government, including the associated implications and actions to inform its decision in resolving the Dukuduku situation.

This Task Team recommended that the most effective solution would be to:

- Formalize the Dukuduku settlement in situ with limited relocation of households from the sensitive Umfolozi Floodplain and St Lucia estuary;
- Improved protection of Futululu State Forest, being the last remaining patch of coastal lowland forest; and
- The maintenance of a green belt between the proposed settlement and access road to the World Heritage Site area.

Mtubatuba Municipality is currently implementing the Dukuduku Corridor Plan, through funding received from the Kwa-Zulu Natal COGTA.

4.5 Land Capability

4.5.1 Land Classification

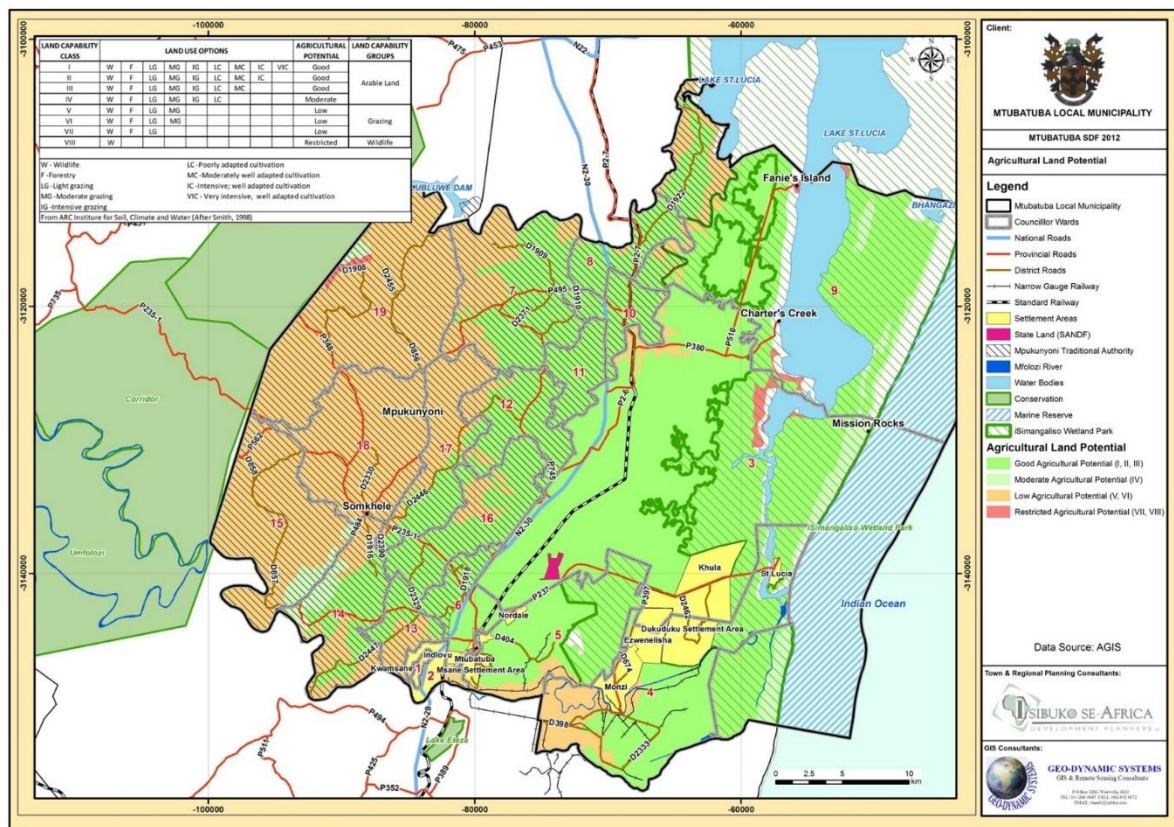
Mtubatuba Municipality occupies approximately 1 972 km². Of this coverage, approximately 165600 ha of the Municipality is considered to be of good to high agricultural potential. The areas of good agricultural potential land occupy mostly the eastern strip of the Municipality from the Mfolozi River in the south (around Kwamsane and Mtubatuba) to the edges of the Lake St Lucia in the north. However, the current available good agricultural land is decimated by settlement especially along the flat and more productive land along the N2. Distribution of agricultural land in the Municipality

Large scale soil erosion and land degradation that occurs in the Municipality is a major factor that has the potential to reduce the land potential for rural agricultural development. Effectively, available land for agricultural production is probably still sufficient to engage in commercially viable fully-fledged agricultural development programme in the Municipality.

4.5.2 Agricultural Activity

Given that agriculture is the principal economic activity in the Municipality and the source of livelihood for majority of households, activities that tend to limit agricultural land has the potential to impact negatively on the very sources of livelihood for majority of the people. Settlement planning and proper land management are important to ensure that good agricultural land is not diminished further. It should also be emphasized that due to the limited land available for an economically feasible agricultural development in the rural western section of the Municipality, attention should be paid to those agricultural activities that are sustained on relatively small land parcels but yielding economically viable returns.

Map Showing Agricultural Land Potential



There are development pressures presenting themselves, evident in the interest being shown by retail developers to locate super-market stores in the area as well as other commercial, warehousing, production and residential opportunities. There are a number of private sector driven initiatives which include but not limited to, the new Pick 'n Pay shopping complex, the Mtubatuba Mall and other shopping complex such as Shoprite etc. There are a number of PDA Applications which include the proposed New Health Facility (Mtubatuba Private Hospital) etc.

It is also evident that, with the overpass over the N2 along the road linking Mtubatuba to Hlabisa and the game parks (Umfolozi and Hluhluwe) constructed and the new Bhoboza overpass, new development opportunities are likely to arise. These circumstances have pre-empted the revision of the Spatial Development Framework in order to accommodate the growth and development pressures.

A growing number of accommodation units and establishments are occurring within the formal farming areas, within or proximate to farm homesteads, opportunities being taken to extend and diversify the economic base of the agricultural sector.

4.6 Development Nodes

Mtubatuba CBD is located in the eastern part in respect of its municipal area and is well connected by virtue of the R618 (P237-1) linking it to Hlabisa and Nongoma and St Lucia to the north east. The town has structure and form as it has services appropriate for an urban area as it has tarred roads, sewer system, refuse removal system and the like.

The R618 (P237-1) and the N2 are the primary transportation routes through the area with the other roads being in reasonable to poor condition due to the gravel roads. The town serves as a service and economic hub for the whole of Mtubatuba Municipality and provides location for major services such as local municipality offices, government offices, shopping facilities, banking facilities etc.

Incipient nodes have developed in selected areas such Somkhele along R618 and Mfekayi along the N2, Dukuduku along R618(P237-1). At present, these serve as areas for the location of low order facilities community based facilities. They have limited influence in the spatial structure and settlement pattern within Mtubatuba Municipality.

In the Mtubatuba Municipal context the following types of nodes are found:

Primary Node: - where major activities such as town centre, main taxi/bus rank, clustering of government offices, markets etc. are found and usually located along major roads. This is a node where the majority of the Municipality's citizens conduct business e.g. Mtubatuba Town.

Secondary Node: - where second level of activities are found such as mini shopping centres, market stalls, mini factories, sub-regional taxi rank, health facilities, schools, minor liquor centres etc. in this case St Lucia, Somkhele Node etc. is a typical example.

Tertiary Node: - where there are a few activities such as satellite offices, local shops, satellite taxi ranks, skills centre, trading centres, mobile clinics etc. in this case Mfekayi/Zamimpilo Nodes.

Quaternary Node: - this is a very low level where there are taxi pick up points, a community hall, small local shop, mobile clinics, etc. in this case Khula Node (Dukuduku Forest), and areas in Mpukunyoni Traditional Council.

The existing hierarchy of settlement is determined using composite functional index method of a settlement is assessed based on the presence and number of the following types of facilities/activities in the settlement:

- Educational facilities and Health facilities
- Transportation facilities
- Physical infrastructure facilities
- Market and Businesses etc.

4.6.1 Nodal Analysis

Mtubatuba Node

Mtubatuba Primary Economic Development and Investment Node, including Nordale, Kwamsane, Msane and Riverview, the planning for which aims at residential, commercial, industrial and services densification and rationalisation. Included is a hierarchy of linkages for the safe and efficient movement of people and to ensure the appropriate location for local economic development and growth in keeping with the principles of the DFA.

As described above, this node is contained within a defined Urban Edge which records the limit of infill and extended development of the node for the next 20 years. Provision is also made for the consolidation and expansion of the existing Mtubatuba Central area in a north–south linear direction to link up with the mixed use corridors astride the provincial main roads through the central area from the northern and southern intersections with the N2. There are a proposed land release programme, highlighting the most important areas for development in the short- medium- and longer-terms.

4.6.2 Secondary Nodes

St Lucia Secondary Tourism Node

This is a predominantly residential /tourist / recreation, centred in the existing town of St Lucia as the primary gateway and entry point to the Park and with additional development areas to the north and recreational access to the beach area and estuary flanking the town.

This node acknowledges, not only the existing land-locked town of St Lucia, but also indicates planning that could take place, coordinated with the Park, for the development of the Remainder of Erf 321, north of St Lucia town.

The Rem of Erf 321, which is in the ownership of the Municipality, is situated within the Park area, but is zoned in the St Lucia Town Planning Scheme for conservation, residential, recreational and tourist purposes as a hinterland for development for the town of St Lucia. There is an urgent need to develop a prescient plan and development guidelines in this town so as to unlock the its potential.

Somkhele Node

Somkhele is an incipient node located along R618 approximately 10km from the N2 towards Hluhluwe-Imfolozi Park and 13km to Mtubatuba Town. This node is located along R618(P237-1) a Primary Corridor in terms of Mtubatuba SDF.

The node is developed with the following facilities:

- A clinic
- Taxi rank
- At least two local convenient shops

- Schools
- Church.

Other critical land uses found in close proximity to the node include the following:

- Africa Centre & Traditional Court which is 1.3km away
- Somkhele Anthracite Mine.
- Rural settlements that makes use of the public facilities

Somkhele is located on Ingonyama Trust Land and has emerged organically. It has not benefitted from formal land use or spatial planning.

The key challenge is to establish spatial structure to guide future allocation of land and evolution of land use.

Mfekayi/Zamimpilo Node

Mfekayi Node is located along the N2 which is identified at both national and provincial level as a development corridor. It is strategically located to capture and benefit the passing traffic. Although the node is currently limited to Mfekayi, non-settlement development occurs in the form of incipient nodes at key road intersections along the N2. This includes Mfekayi and Zamimpilo. Taking this into account, land uses within this node includes the:

- Zamimpilo Arts and Craft Centre and a Tourism Information Centre
- A number of isolated informal markets.
- Schools
- Community Hall
- Church
- Local convenient shops

Similar to the other emerging nodes within Mtubatuba Municipality, Mfekayi has developed organically without the benefit of formal town planning. Planning for the future development of the area should take into account the requirements of South African National Roads Agency (SANRAL) given its location along the N2. This includes issues such as public and vehicular safety, current land use pattern and specific needs of various (tourists, truck drivers, general public, etc.) N2 road users. This node has potential to develop strong tourism orientation.



Khula Village / Dukuduku Forest

Emphasis is on a traditional way of life with residential, small - scale agricultural and horticultural, tourist and services provision for the local / tourist markets. To the west of the residential area is a valuable drainage and sensitive ecological area, already fenced into the Park, which area is the subject of a proposed land swap with the Park to provide an important and permanent link for the Park to Futululu.

Monzi Node, includes the secure and fenced agricultural small holdings of Monzi and Monzi Park, as well as Monzi Ridge residential area, the farm workers' compounds, services and limited shopping area, a farm school and clinic, a landing strip and caravan park/resort. The Dukuduku Re-settlement Project as a provincial development initiative includes the existing informal settlement of the Dukuduku Forest, the existing settlement of Khula Village and the partially developed and settled (some informally) Ezwenelisha.

4.7 Spatial and Environmental SWOT Analysis

STRENGTHS	WEAKNESSES
• N2 national and provincial corridor. • Association with iSimangaliso Wetlands Park and the tourism activities anchored around this resource. • Natural environment worthy of conservation. • Strategic location within the elephant coast and UMkhanyakude tourism region which is renowned for eco-tourism and Zulu heritage. • Well defined processes and procedures for land management and allocation of land rights. • Significant areas with good agricultural potential with the majority of them being used productively. • Municipal authority to undertake spatial planning within its area of jurisdiction. • District and provincial support including the availability of the Development Planning Shared Services (DPSS). • Sugar cane processing plant.	• Settlement and other non-conservation related uses taking place in environmentally sensitive areas such as Dukuduku Forest. • Increase in the number of informal and unplanned settlements some of which occurs on environmentally sensitive areas. • Poor local road infrastructure with some of the areas being almost inaccessible. • Lack of a coherent spatial structure with the poor residing in far flung areas from employment and other urban opportunities. • Poverty and underdevelopment (poor access to basic services and public facilities) concentrated mainly in Mpukunyoni area. • Lack of a structured engagement between the Municipality and traditional leadership in dealing with issues of spatial planning and land allocation. • Lack of sufficient internal capacity (planning department is grossly understaffed) to undertake effective spatial planning.
OPPORTUNITIES	THREATS
• Eco-tourism activities and the associated routes N2 national/provincial corridor and trade route which carries both local and passing traffic. Location in relation to iSimangaliso Wetlands Park, and the surrounding eco-tourism Role of Mtubatuba Town within the district and northern KwaZulu-Natal generally. Regional access and connectivity along both north-south and east-west axis.	• Poor catchment management upstream which may potentially affect the quality of the environment in Mtubatuba. • Impact of changes in weather patterns on agriculture, conservation, etc. • Impact of global economic slow-down on investment and development in Mtubatuba. • Development and investment in the Neighbouring municipalities such as Mbonambi and Big Five False Bay. • Operational challenges facing the

Provincial and district support in terms of both spatial planning and the associated technical support including Development Planning Shared Service (DPSS) and Geographic Information Systems (GIS). Structures responsible for conservation and planning that operate within Mtubatuba.	Development Planning Shared Service Centre.
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Disaster Risk Management Plan

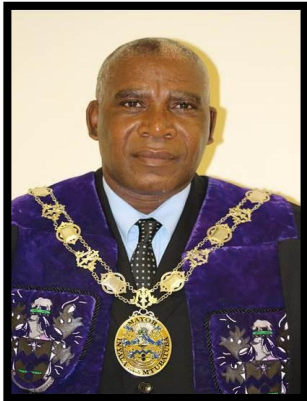


**Ukuvikela Izinhlekelele
Kungumsebenze Wethu Sonke**

**Disaster Risk Management is
Everybody's Business**

“IT WAS NOT RAINING WHEN NOAH BUILT THE

FOREWORD BY THE MAYOR



The Mtubatuba Local Municipality herewith presents its Disaster Management Plan (DMP) in compliance with Section 53 of the Disaster Management Act, 2002 (Act No. 57 of 2002) (DM Act) as amended in Act no. 16 of 2015. DM act requires our municipality to prepare a disaster management plan for its area according to the prevailing disaster risks and such plan must form an integral part of the Municipality's integrated development plan (IDP).

Mtubatuba Municipality appreciates the importance of providing services in an efficient and sustainable manner. Studies and empirical evidence have demonstrated that disaster risk reduction (DRR) is a critical contributor in ensuring sustained service delivery, as it plays a key role in safeguarding lives and infrastructure.

Within this context, in line with our government's outcomes approach to service delivery and development, our Municipality has committed to ensuring a responsive, accountable, effective and efficient system of disaster management. We are, however, mindful of the fact that realising this objective requires a suite of measures, some of which revolve around the need to establish DRR into programmes and projects. This must also happen within a framework in which there is a closer relationship between DRR development and the management of the effects of changes in climate and weather patterns. In this light the DM Act provides adequate legislative measures to ensure that not only are the required relationships fostered through participation in our Municipal Disaster Management Advisory Forum (MDMAF), but that programmes are aligned to this agenda across the activities of our departments.

One other risk that is drawing increased debate is climate change, since it is expected to significantly affect the frequency and intensity of hazard occurrence. Mtubatuba is mostly affected by extreme weather events such as lightning, drought, strong winds (gale force) and runaway fires that are often exacerbated by drought conditions. Furthermore, the road infrastructure leads to a number of motor vehicle accidents (MVA). Unfortunately, these events tend to result in fatalities, loss of property and livelihoods. This plan thus seeks to promote an integrated and coordinated system of disaster management with special emphasis on prevention and mitigation by all role players involved in disaster management and communities.

Disasters are a problem that we can and must reduce. I commend this plan to all involved in the effort to build resilient communities in our municipalities.

**HIS WORSHIP THE MAYOR, CLLR. V.M. GUMEDE
MTUBATUBA MUNICIPALITY**

OVERVIEW BY THE MUNICIPAL MANAGER

The Disaster Management legislation and policy advocate for an integrated and coordinated disaster management that focuses on preventing, mitigation and preparedness as well as rapid and effective response to disasters. Mtubatuba municipality has since developed the Disaster management plan that seeks to systematically deal with disaster management issues in our municipality.

While many people are aware of the terrible impact of disasters throughout the world, few realize that this is a problem that we can do something about. If well implemented the Mtubatuba Disaster Management Plan should help us to change that. Our disaster management plan contains many logical examples of action by individuals, communities and role players, not only to reduce the risks and impacts of natural and technological hazards, but also to avoid creating those risks in the first place.

Like many other parts of our province and the country at large, Mtubatuba Municipality faces increasing levels of disaster risks. It is exposed to a wide range of hazards, including drought, lightning, fires, floods, severe storms and road accidents that often trigger widespread hardship and devastation particularly in our poverty-stricken communities. The negative impact of these disasters leave our Municipality to deal with issues such as loss of lives, damage to infrastructure and the environment, disrupted livelihoods, schooling and social services.

The best way of reducing the effect of disasters is by the integration of resilience in the daily service delivery, poverty reduction and sustainable development programmes. And this plan has well captured that aspect and philosophy of Disaster Risk Reduction (DRR) by recognising that disaster management should form the integral part of our development initiatives be it economically, socially or structurally. Coordination and integration of activities is also a cornerstone of successfully reducing the vulnerability of our communities to hazards.

It is heartening to report that this plan has been developed internally by the group of disaster management technocrats in consultation with our communities, therefore the plan is much more understood and very practical. The Mtubatuba Municipality has established the Disaster Management Unit that incorporates Fire and Emergency Rescue services. The Municipality is in a process of strengthening this function so that our communities, infrastructure and the environment can be in a much safer position.

I can assure that this plan will receive every possible administrative and resources support to ensure its successful implementation.

Mr J.A Mngomezulu
Municipal Manager:

4.8 Introduction

The Disaster Management Sector Plan is a core component of the Integrated Development Plan (IDP). Section 26(g) of the Municipal Systems Act No. 32 of 2000 requires the municipal IDP to reflect an applicable Disaster Management Sector Plan (DMSP). Furthermore, Section 53(2)(a) of the Disaster Management Act No. 57 of 2002 stipulates that a disaster management sector plan for a municipal area must form an integral part of the Municipality's IDP. Hence, this document is prepared to mainstream disaster management into the municipal IDP, to ensure compliance with the above-mentioned legislations.

4.9 Background

The municipal Integrated Development Plans (IDPs) are reviewed and updated annually to ensure relevance. Each unit, sector or municipal entity is required to give its input to a broader IDP to be implemented during a particular financial year in terms of planned programmes, targets and the budget thereof. Hence this document outlines the input from Mtubatuba Disaster Risk Management Centre, mainly focusing on Disaster Risk Reduction (DRR) programmes and strategies planned for the financial year 2017/2018, as well as the response and recovery mechanisms.

4.10 Demographic Profile

Population Size

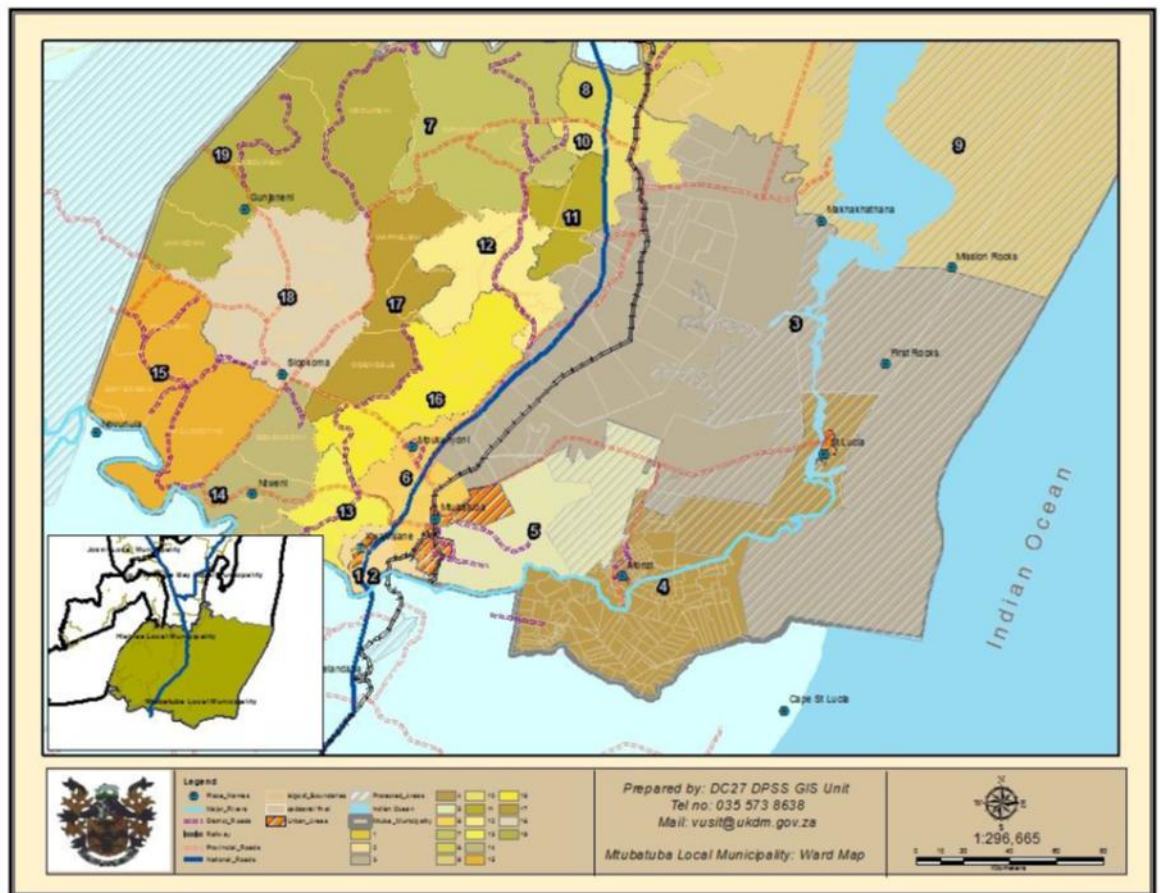
According to 2016 community survey, Mtubatuba municipality has a total population of 202 176.

Population Distribution

The population is spread unevenly among the 20 municipal wards. These wards coincide with the growing settlements of Indlovu Village, KwaMsane Township, parts of Mpukunyoni, and Dukuduku Resettlement area. This ward covers mainly the commercial farmlands and is sparsely populated.

Mtubatuba Wards and Traditional Councils

Mtubatuba Municipality comprises of 20 wards with 20 Ward Councillors respectively. The current Council was inaugurated on the August 2016. There is one Traditional Council, known as Mpukunyoni situated to the west of the N2 along R618 [P235/1 – 9].



The Municipal Disaster Risk Management Sector Plan should:

- Form an integral part of the Municipal IDP so that disaster risk reduction activities can be incorporated into its developmental initiatives,
- Anticipate the likely types of disaster that may occur in the Municipal area and their possible effects;
- Identify the communities at risk, at a ward level;
- Provide for appropriate prevention, risk reduction and mitigation strategies;
- Identify and address weaknesses in capacity to deal with possible disasters;
- Facilitate maximum emergency preparedness;
- Establish the operational concepts and procedures associated with day-to-day operational response to emergencies by municipal Departments and other entities. These Standard Operation Procedures (SOPs) will also form the basis for a more comprehensive disaster response;
- Incorporate all special Hazard / Risk-specific and Departmental DRM Plans and any related emergency procedures that are to be used in the event of a disaster. These will provide for:

- (a) The allocation of responsibilities to the various role players and co-ordination in the carrying out of those responsibilities;
- (b) Prompt disaster response and relief;
- (c) Disaster recovery and rehabilitation focused on risk elimination or mitigation;
- (d) The procurement of essential goods and services;
- (e) The establishment of strategic communication links; and
- (f) The dissemination of information.

4.11 Purpose

The Municipal Disaster Risk Management Sector Plan is designed to establish the framework for implementation of the provisions of the Disaster Management Act No. 57 of 2002, as amended, and Disaster Risk Management Policy Framework of 2005, as well as the related provisions of the Municipal Systems Act No. 32 of 2000.

Fundamentally, the identified disaster risk reduction activities must be integrated and aligned with the main activities contained in the municipal IDP. Hence the purpose of this Disaster Risk Management Sector Plan is to outline approach and procedures for an integrated and co-ordinated disaster risk management in the municipality that focuses on:

- Preventing or reducing the risk of disasters;
- Mitigating the severity of disasters;
- Emergency preparedness;
- Rapid and effective response to disasters; and
- Post-disaster recovery.

This Disaster Risk Management Sector Plan is intended to facilitate multi-departmental, multi-agency and multi-jurisdictional co-ordination in both disaster and disaster risk management interventions.

4.12 Approach to Disaster Management

Until recently, the approach to Disaster Management has been reactive and relief centric. A paradigm shift has now taken place from the relief centric syndrome to holistic and integrated approach with emphasis on prevention, mitigation and preparedness.

The Mtubatuba Disaster Risk Management Centre approach to disaster and disaster risk management activities is primarily based on ethos of the Disaster Management Act No. 57 of 2002 and relevant policy frameworks.

4.13 Key Performance Area 1

The objective is to establish integrated institutional capacity within the municipality to enable the effective implementation of disaster risk management policy and legislation.

4.13.1 Institutional Capacity for Disaster Risk Management

Municipal Disaster Management Centre

Mtubatuba has established MDMC in 1284 Somkhele Street, S28,25,58 E032,08,38. These were the old township offices which have been renovated and used as Disaster Management Centre. Adjacent to the centre are the old workshop offices [Mbhongampisi] which will be renovated and used as fire station and firefighter's accommodation.

4.13.2 Municipal Disaster Management Plan

As required by Section 53 of the Disaster Management Act No.57 of 2002, the applicable Municipal Disaster Risk Management Plan has been developed and completed in March 2018. The hazards and disaster risk are dynamic hence various methods have been used to ensure that the accurate risk profile of the municipality is known.

Capturing and keeping of incidents or disaster data is one of the methods that have been employed to ensure that the spatial location of prevailing hazards and risks are well known particularly at a ward level.

The municipality has used this scientific method to understand and spot the spatial or geographic locating of hazards and associated risks and for the purpose of designing specific disaster risk reduction activities that are targeting affected communities.

4.13.3 Municipal Disaster Management Inter-Departmental Committee

Internally, the portfolio committee that deals with matters relating to Disaster and Disaster Risk Management is functional and meets every month or as and when necessary.

4.13.4 District Disaster Risk Management Practitioners Meeting

The municipality is actively involved in the district disaster risk management practitioners meeting. The main objective of these meetings that are held on quarterly basis or when necessary is to share experiences, best practices and to ensure capacity development as well as uniform approach as envisaged by disaster management legislation and policy.

4.13.5 Municipal Disaster Management Advisory Forum (DMAF)

The Local Disaster Management Advisory Forum is functional and held quarterly or as and when necessary. The District DMAF is a fundamental structure that gives platform for interaction of all relevant role-players responsible for disaster risk management in the district.

4.14 Key Performance Area 2

A disaster risk assessment, supported with good monitoring systems, is essential for effective disaster risk management and risk reduction planning.

4.14.1 Disaster Risk Assessment

List of Priority Risks (Hazards)

The Mtubatuba Municipality just like any other municipality in the Province is prone to a number of natural and man-made hazards. The vulnerability varies, which mainly depends on socio-economic status as well as the exposure of a particular household or community to a specific hazard. Below is a list of priority hazards that are affecting the Municipality, the spatiotemporal characteristics of these hazards are well known since they have been observed and recorded continuously.

Table Showing Priority Hazards Identified at Mtubatuba Municipality

HAZARDS	LOCATION
1. Severe weather conditions:	
a. Lightning	All 20 wards
b. Strong winds	All 20 wards
c. Heavy rain	All 20 Wards
d. Extreme temperatures	All 20 Wards
2. Fire: Structural	All 20 Wards
3. Fire: veldt/bush	Wards: 3; 4; 5; 10; 11; 14; 16; 19
4. Road Accidents (MVA)	N2; R618; P484
5. Drought	All 20 wards
6. Foot & mouth diseases	All 20 wards
7. Communicable diarrheal diseases	All 20 wards
8. Malaria fever	All 20 wards
9. River/Sea drownings	St. Lucia; Majamisa; Nyalazi; Nkundusi; Mfolozi; Monzi
10. Town filthy – health & fire hazard	Mtubatuba town
11. Illegal dumpsites	Wards 2 & 20 along N2; rural areas

4.15 Key Performance Area 4

The objective is to ensure effective and appropriate disaster response and recovery by:

- Implementing a uniform approach to the dissemination of early warnings in the district;
- Averting or reducing the potential impact in respect of personal injury, health, loss of life, property, infrastructure, environments and government services;
- Implementing immediate integrated and appropriate response and relief measures when significant events or disasters occur or are threatening to occur; and
- Implementing all rehabilitation and reconstruction strategies following a disaster in an integrated and developmental manner.

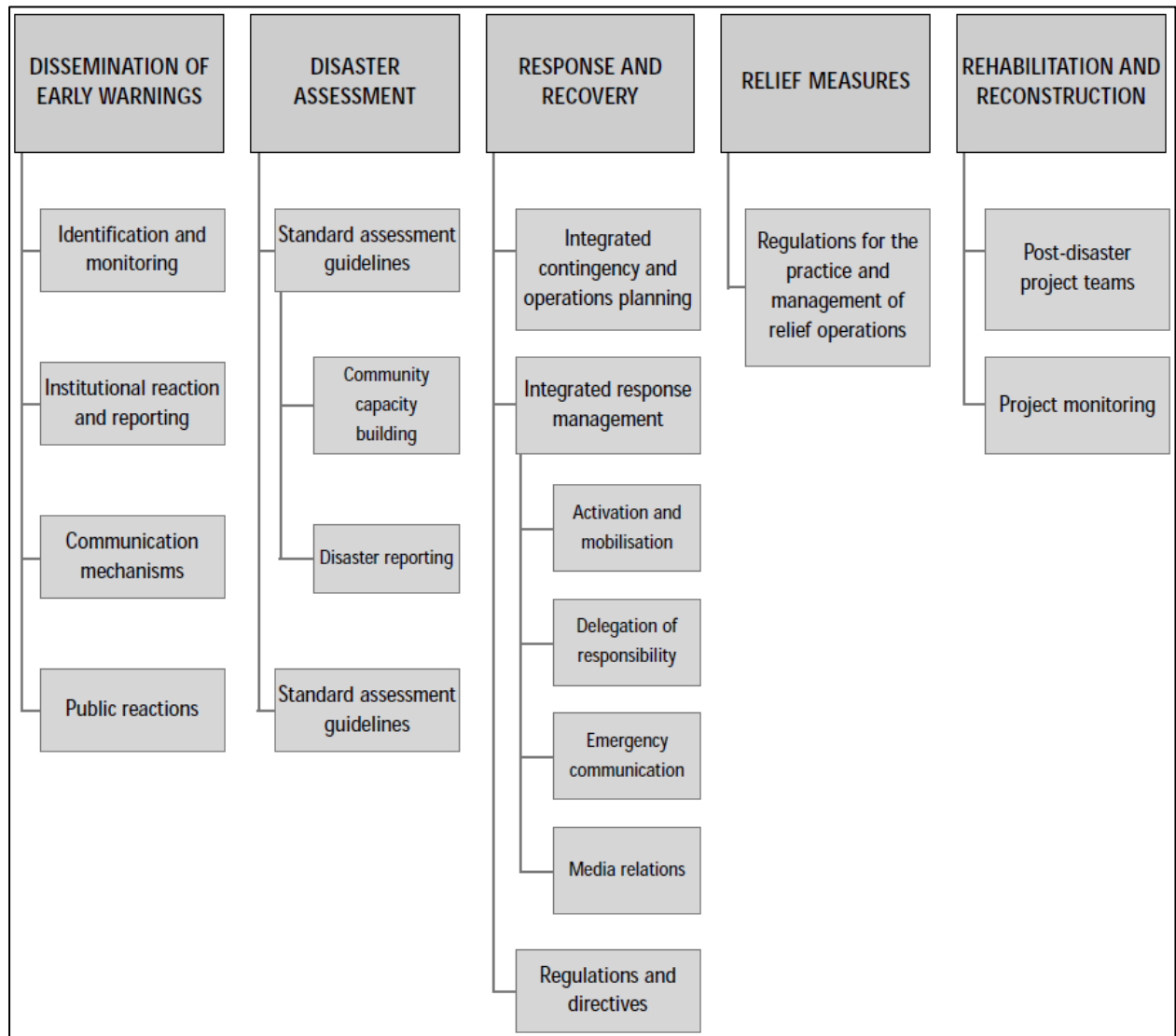
4.15.1 Municipal Capacity in Terms of Response and Recovery

Whenever there is a threatening or imminent hazard an early warning shall be disseminated accordingly to the relevant communities or sectors.

Preparedness levels shall be kept high all the times through various means e.g. physical engagement with the public particularly during capacity building and awareness campaign programmes as well as through the media and other methods.

Ward Councillors, Ward Committees, Traditional Leadership, CDWs and Volunteers will be utilized to carryout response and recovery activities.

Figure Showing Disaster Response and Recovery Framework



4.15.2 List of relevant stakeholders in Response and Recovery

The following is the list of relevant role-players in disaster response and recovery:

Table Showing List of Relevant Role-Players in Disaster Response and Recovery

INSTITUTION	CONTACT PERSON	CONTACT NO.	EMAIL ADDRESS
uMkhanyakude Disaster Management Centre	Mr ES Mngoma – District Disaster Manager	083 731 8381	sifisom@ukdm.gov.za
	BT Nhlozi – Chief Fire Officer	082 961 9949	thulaninhlozi@gmail.com
	BC Fakude – DRM Officer Assisting Mtubatuba Municipality	079 936 4453	Khaya7616@gmail.com
Mtubatuba Disaster Management Centre	Rev. SS Thwala – DRM Officer	083 678 1326	thwalass@mtubatuba.gov.za thwalomkhulu@gmail.com
	Mr. Zakhele Nxumalo – DRM Assistant	063 526 1584	Zsnxumsus86@gmail.com
	M Fakude – Superintendent Law Enforcement	072 040 1878	Fakude.traffic@mtubatuba.org.za
	Fire standby	063 257 0478 063 502 0917	
	Traffic standby	083 448 0907	
	NC Nxumalo - RTI	082 822 3372 035 550 0156	Christopher.nxumalo@kzntransport.gov.za
	Lt. Col. Ndwandwe – SAPS KwaMsane	082 499 5332	
	Captain Mdletshe – SAPS Mtubatuba	072 291 2978	
	J Mbatha	062 385 5859	
	K. Mkhwanazi – DD Community	073 334 0480	Mkhwanazi.killer@gmail.com
SANRAL	Call Centre	084 466 2198	
	Hein Jacobs – Local SANRAL	083 260 8366	
Cross Border –	Vincent Botha	082 412 2748	
Diplomats –	Major Jacques Beukes	082 465 6402	
Road Accident Fund (RAF) –	Mrs. Dlamini	031 365 2790 061 107 8346	charity@raf.co.za
SASSA			
DSD - KwaMsane	Muzi Mngomezulu	082 294 1512	

		035 551 1852	
Hlabisa Hospital – and clinics	Manyanga	082 730 5705	
Human Settlement	Ayanda Zulu	082 771 4636	Ayanda.zulu@kzndhs.gov.za
Department of Agriculture	Mrs. Thulie Mathenjwa	083 990 8775 076 941 7176	Thulisiwe.mathenjwa@kzndae.gov.za
Zululand Fire Protection Association - ZFPA	Tony Engelbrecht	082 821 7779	
Hluhluwe Imfolozi Park - HIP			
Emergency Medical Rescue Services	Nkala Bongani	035 573 9200 083 746 7135 076 597 3749	Bongani.nkala@kznhealth.gov.za
Environmental Health	Madlala Mlungisi	073 708 3726 060 960 9364	
Dept. Enviro. Affairs	Ndaba	083 662 9279	
Isimangaliso Wetland Park	Sizo Sibiya Siboniso Mbense	082 891 0282 082 331 9764	sizo@isimangaliso.com siboniso@isimangaliso.com
Water Affairs	Bhabha Mkhungo	082 874 4438	
Home Affairs - Immigration	Serene	035 780 8000	
National Sea Rescue Institute Richards Bay	Dorian Robertson	082 990 5949	
Working on Fire	Mortas Khambule		Mortas.khambule@wofire.co.za
	Makhosi Dladla	074 277 4110	Makhosi.dladla@wofire.co.za
KZN RTI	Gugu Zuma	082 214 3515	Gugu.zuma@kzntransport.gov.za
Ithala Bank	Miss M Mbanjwa		mmbanjwa@ithala.co.za

4.16 Enabler 1

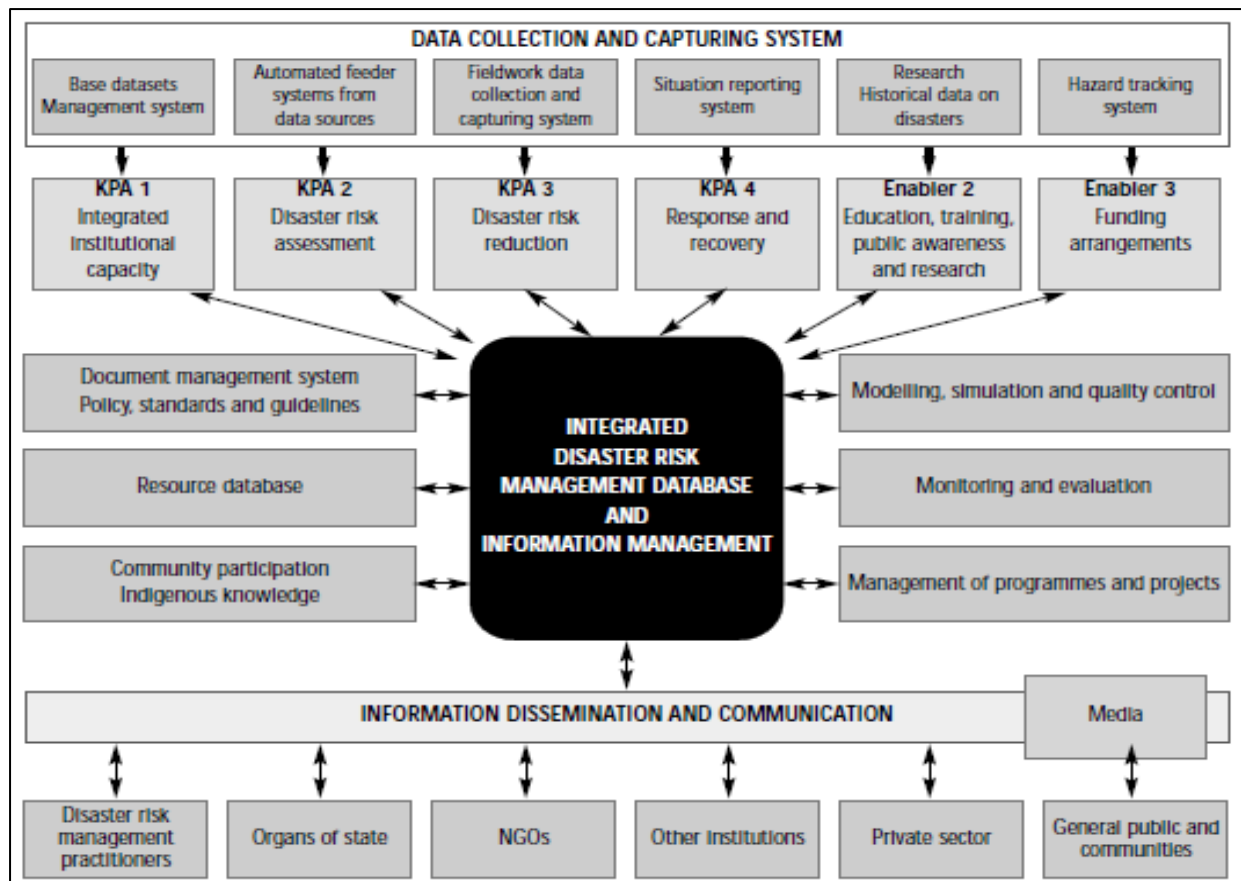
The objective is to ensure a comprehensive information management and communication system and establish integrated communication links with all disaster risk management role-players.

4.16.1 Information Management and Communication

Information Management and Communication System Model

The Municipality aspires to establish an information and communication system that satisfies all the requirement of the framework on figure 4.

Figure Showing Model of an Integrated Information Management and Communication System for Disaster Risk Management (Source: NDRMPF, 2005).



It is envisaged that the system will link the District and all its Local Municipalities and as well as all other relevant stakeholders. At the moment the existing system is mainly used for capturing as well as monitoring of incidents and response thereof. The vision is to have an integrated municipal call centre where all queries regarding the services will be directed and attended to efficiently. The current collection and storage of incidents/disasters assist in disaster risk reduction planning and strategic development of interventions.

4.17 Enabler 2

The objective is to promote a culture of risk avoidance among stakeholders by capacitating role players through integrated education, training and public awareness programmes informed by scientific research.

4.17.1 Education, Training and Public Awareness

An integrated capacity building and public awareness strategy for Mtubatuba has been developed and continuously implemented to encourage risk-avoidance behaviour by all role players, including all departments, and especially in schools and in communities known to be at risk. Such a strategy seeks to promote an informed, alert and self-reliant society capable of playing its part in supporting and co-operating with the District in all aspects of disaster risk and vulnerability reduction.

4.17.2 Capacity Building Programmes

Table Showing Capacity building workshops will target various critical role-players as shown on the table below.

TARGETED STAKEHOLDERS	BUDGET	COMMENTS	FINANCIAL YEAR
1. Training of Councillors	R20 000	All Wards	2018/2019
2. Training of Traditional Leaders	R20 000	All Wards	2018/2019
4. Training of Ward Committees	R50 000	All Wards	2018/2019
5. Training of Volunteers	R20 000	All Wards	2018/2019
6. Lightning Conductor	R1 000 000	All Wards	2018/2019
7. Awareness Campaigns	R150 000	All wards	2018/2019
8. Advisory Forum	R80 000	Meets once per quarter	2018/2019
9. other stakeholders	~	All Wards	2018/2019

4.17.3 Public Awareness Campaigns

Table Showing Public awareness campaigns will target critical sectors of our society as shown on table below.

TARGETED STAKEHOLDERS	BUDGET	COMMENTS	FINANCIAL YEAR
1. Schools	~	All Wards	2018/2019
2. Communities (at risk)	~	All Wards	2018/2019
3. Informal Settlements	~	All Wards	2018/2019
6. other stakeholders	~	All Wards	2018/2019

4.18 Enabler 3

Given the provisions of the DM Act, funding arrangements must be designed in a manner that ensures that disaster risk management activities are funded adequately and in a sustainable way.

Funding Arrangements for Disaster Risk Management

Does the Municipality have an allocated budget for disaster management?

4.18.1 Sources of Funding

- Mtubatuba Municipality
- uMkhanyakude District Municipality
- Provincial Disaster Management Centre
- National Disaster Management Centre (prospective)

4.18.2 Budget and Planned Programmes

Table Showing Budgets for Programmes

PROJECT/PROGRAMME	BUDGET	COMMENTS	FINANCIAL YEAR
1. Awareness Campaigns	R150 000	All Wards	2018/2019
2. Advisory Forum	R80 000	Meets once per quarter	2018/2019
3. Capacity Building	R20 000	Training of new council, Traditional leaders, ward committees	2018/2019
4. Local Support/ Relief materials	R150 000	Relief materials like blankets, sponge mattresses, etc.	2018/2019
5. Fire services	R250 000	Procurement of tools and servicing of equipment	2018/2019
5. Lightning conductors	R1 000 000	To assist families affected by lightning	2018/2019
5. Solar panels	R1 000 000	Assist families for burnt homes due to lack of electricity	2018/2019
7. Fire Station	R7 500 000	Construct fire station & renovation of disaster centre at KwaMsane	2018/2019

4.19 Disaster Management's SWOT Analysis

Table Showing Disaster Management's SWOT Analysis

	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attributes of the system)	Strengths • Good management • Disaster Management Plan is in place with all identified risks • All role players in the disaster management arena (including Government, None-Governmental Organizations, Traditional Authorities and the Private Sector) work together to prevent and or mitigate the occurrence of disasters • Disaster Management Advisory Forum is in place • We are registered with fire protection association who assist us in fire fighting	Weaknesses • Insufficient human resource (Staff) • <i>Vehicle shortage</i> • Efficient provision of disaster management services is reliant on ongoing cooperation between all role players within the municipal and district areas • No Fire Station • Lack of resources , equipment • Lack of capacity to adequately handle all kinds of Disaster related incidents. • Insufficient funds allocated to the section.
External origin (attributes of the environment)	Opportunities • Employment of more staff. • Existing disaster management centre & fire station has a dedicated site at KwaMsane Township next To N2. • Potential growth in terms of expanding and economical	Threats • The location of the municipality on the coastline and its proximity to shipping routes present numerous natural marine and coastal threats. • The settlement of communities in disaster high risk areas leads to chronic disaster vulnerability threats that range from floods to repeated informal settlement fires. • More than 60% of the area is prone to lightning and strong winds. • More than 60% of the population live in rural areas with no basic services 98% of the area is rural, sandy soil, bushy and mostly can be accessed by 4x4 vehicles

4.20 Climate Change

Climate change already causes and will continue to cause a number of challenges for this municipality, linked to impacts such as increased temperatures, extreme weather events (e.g. flooding and drought), severe heat, sea level rise and climate variability.

Climate change impacts may include:

- An increase in the frequency and intensity of floods and droughts;
- A decrease in water availability due to changed rainfall patterns and increased evaporation; this will affect subsistence dryland farmers the most.
- An increase in erosional capacity of river courses, resulting in the loss of more top soil, thus decreasing the agricultural value of land and increasing siltation in dams.
- Infrastructural damage as a result of extreme weather events causing flooding, affecting human well-being and safety as well as insurance costs;
- An increase in erosion of coastal areas due to sea-level rise;
- Higher energy consumption due to increased residential cooling load;
- An increase in economic losses due to property damage and decreased tourism revenue;
- An increase in heat-related vector-borne (e.g. malaria) and water-borne (e.g. cholera) illnesses;
- An increase in heat stress, leading to dehydration, particularly for those that reside in the Municipality, as well as children and the elderly;
- Changes in the geographical distribution of plants and animals with extinction of species that are unable to move and an increase in the prevalence of alien invasive species. This will negatively affect the biodiversity and the associated ecosystem services;
- Further loss of critically endangered grassland habitats as they are outcompeted by woody species able to utilize the higher concentrations of CO₂ in the atmosphere.
- A reduction in yield of staple food crops, such as maize;
- Changes in the optimal planting and harvesting dates for crops as well as land suitable for crop production;
- Heat stress increasing livestock and poultry mortality rates;
- An increase in respiratory problems in the Municipality due to a decrease in air quality (e.g. changes in the concentration and distribution of near-surface ozone) and increased dampness;
- Deterioration of foods leading to increased incidents of food-borne diseases; and
- The loss of land above the current high water mark due to sea-level rise. Shoreline Management Plans are required to determine what adaptation interventions, if any, are required now or in the future.

To respond to these changes the municipality and the district municipality have attended the Durban Adaptation Charter (DAC) conference to see how the metro tries to adapt to the changes caused by climate. This is a phased programme, which has focused on climate change adaptation and enhancing the Municipality's ability to cope with climate change impacts. The likely climate change impacts have been assessed and plans, programmes and projects will be developed to assist the Municipality in dealing with these impacts.

**MUNICIPAL TRANSFORMATION AND
INSTITUTIONAL DEVELOPMENT:
SWOT ANALYSIS**

5. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

The purpose of conducting an institutional analysis is to ensure that the municipal development strategies take existing institutional capacities into consideration and that institutional shortcomings are addressed. Mtubatuba Municipality was established in 2000 in terms of the Municipal Structures Act, 1998 (Act No. 117 of 1998). The functions under Municipal Transformation and Institutional Development are as follows:

- Human Resources Management;
- ICT Management;
- Auxiliary Services;
- Committee Services;
- Records Management;
- Staff Performance;
- Occupational Health and Safety; and
- Legal and Labour Relations.

Human Resources function entails sub-functions performed within, these are; recruitment and selection, training and capacity building, benefits administration, employee wellness, occupational health and safety, labour relations, employment equity administration and implementation.

5.1 Human Resource Strategy/Plan

The Council of Mtubatuba Municipality has approved the Municipal Human Resource Management, Human Resource Development Strategy that includes a Five-Year Human Resource Implementation Plan. It has been resolved that the Strategy shall be subject to annual review. It is common cause that human resources remains easily most significant and a costly resource for every Municipality. Accordingly, human resources plays a pivotal role within the Municipality particularly when it is utilised at its peak and is constantly monitored. It is important for the Municipality to ensure that it has the right number and competencies as well as the most appropriate organisational and functional spread of human resources. Finally, there must be in place functioning systems and structures that allow the Municipality to operate efficiently and cost-effectively. Naturally the need for these resources tends to change over time as priorities and budgetary constraints change. Consequently, the Municipality needs to update its Human Resource Management, Human Resource Development Strategy and Implementation Plan each year to ensure its constant relevance.

The Human Resource Management, Human Resource Development Strategy and Implementation Plan outline the intentions of the Municipality in relation to how it should manage its human capital, focusing in the following:

- Planning the municipal workforce in totality;
- Developing a capable and skilled workforce that strives to achieve service excellence; and
- Setting guidelines to strengthen leadership and develop human capital by attracting, retaining scarce, valued and critically required skills for the Municipality.

In line with the above, the Human Resource Management Strategy and Implementation Plan are aimed at:

- Ensuring that the Municipality has the right number and composition of staff with the appropriate competencies, in the right places, to deliver on the Municipality's mandate and achieve its strategic goals and objectives;
- Ensuring that the Municipality's employees are suitably skilled and competent to add value to the Municipality in delivering sustainable solutions, advice and capacity building to the municipality.
- Ensuring that the municipality makes optimum use of human resources, envisages and manages surpluses and/or shortages of staff;

For all intents and purposes in the quest to guarantee that the Municipality makes the best possible use of its resources to attain its commitments and programme objectives set out in the IDP, SDBIPs, the Back-to-Basics Strategy and Strategic Plan, the Municipality needs to have in place a well-structured HRM & HRD Strategy and Implementation Plan. This strategy informs the decision-makers on the three critical issues *vis-a-vis*:

- current *supply* of human resources;
- human resources *demand*, as well as
- Prioritised and *strategic HR actions* to be taken.

Mtubatuba Municipality believes that the creativity, diversity and energy that its employees bring is key to its success and that there should be human resource management systems that will fit organizational strategies, respond to a broader range of external environmental influences and help the Municipality to attract and retain employees with the skills and motivation required for high level performance.

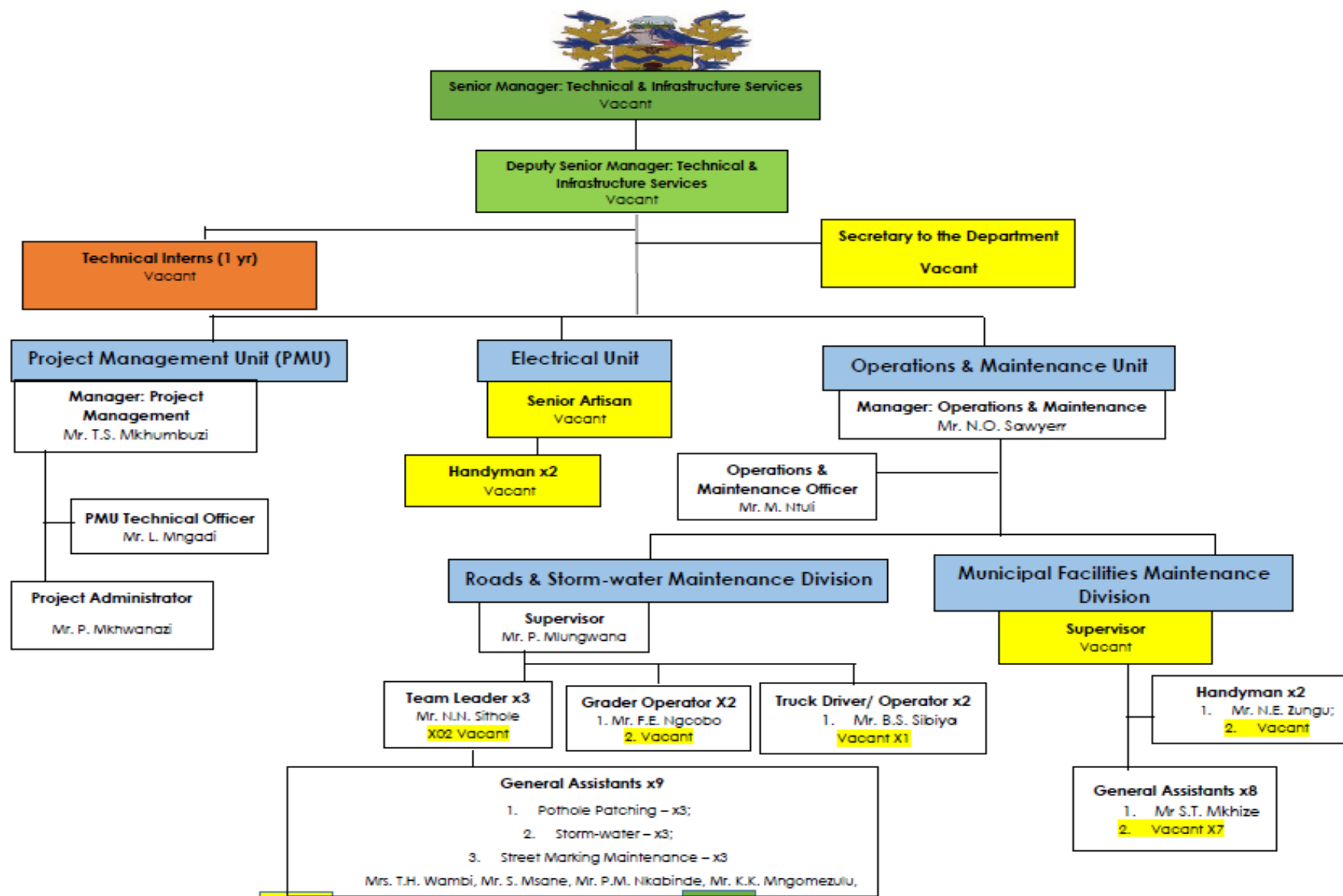
The main objectives of these strategies are to assist the Municipality in the career development of its existing staff, reduction of labour turnovers and optimal utilization of the existing personnel including the implementation of both the Affirmative Action Policy as well as the Employment Equity Policy. Such strategies need to be developmental and not punitive and aim at developing staff members in order to retain them within an enabling environment.

At this juncture, the Human Resource Management, Human Resource Development Strategy and 5-Year Human Resource Implementation Plan are being implemented having since received approval by Council. The Human Resource Strategy and Implementation Plan is annexed hereto for ease of reference.

5.2 Council Approved Organisational Structure

The 2018/2019 IDP contains an Organogram that was approved by Council. The Organogram, clearly shows the vacancy rate, structure, powers and functions of the Municipality. The 2018/19 Organogram aligns to the long-term development plans of the Municipality as envisaged by the IDP.

The Organogram is presented immediately herein-below:

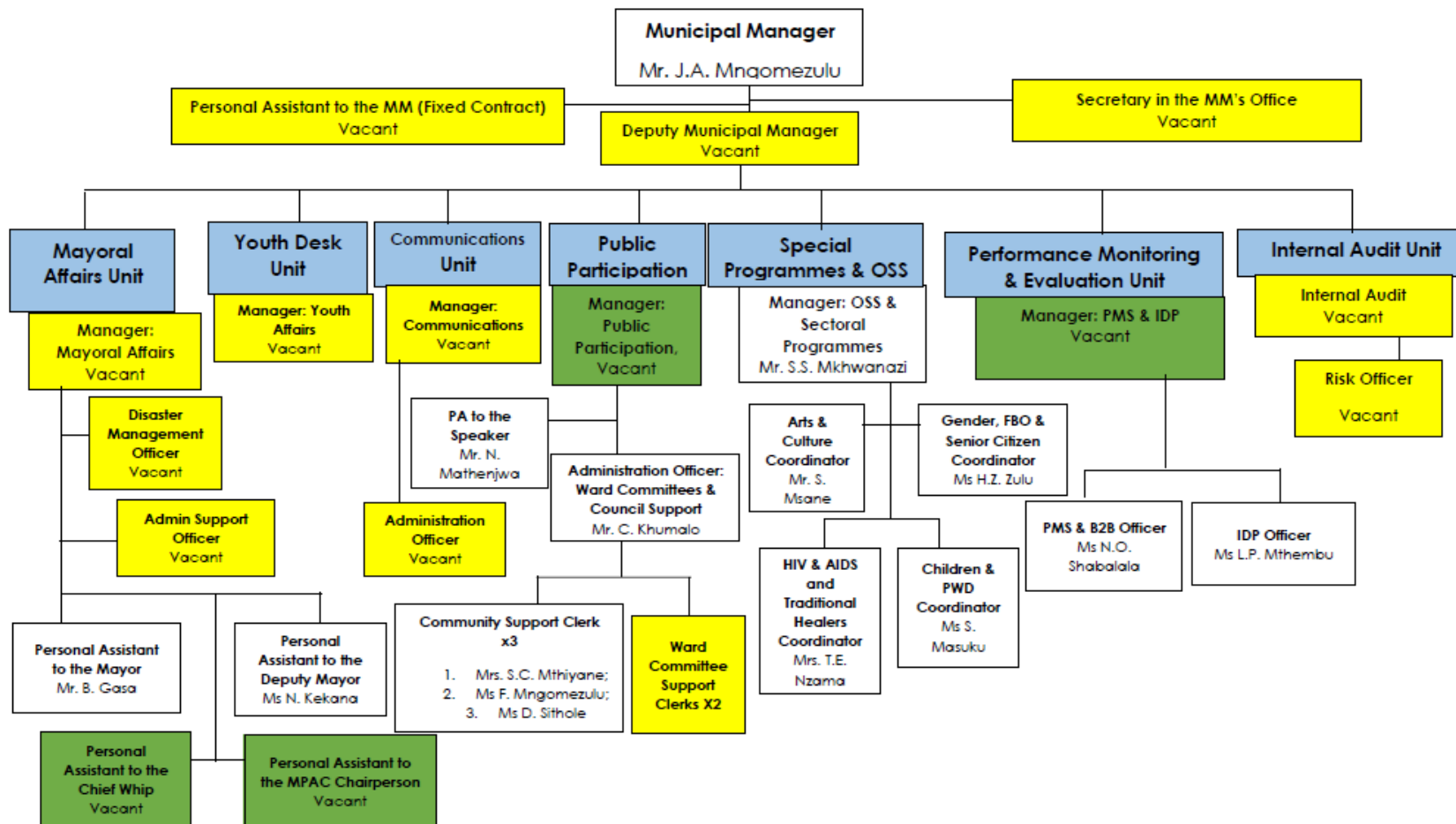


NB: Vacant Posts highlighted in

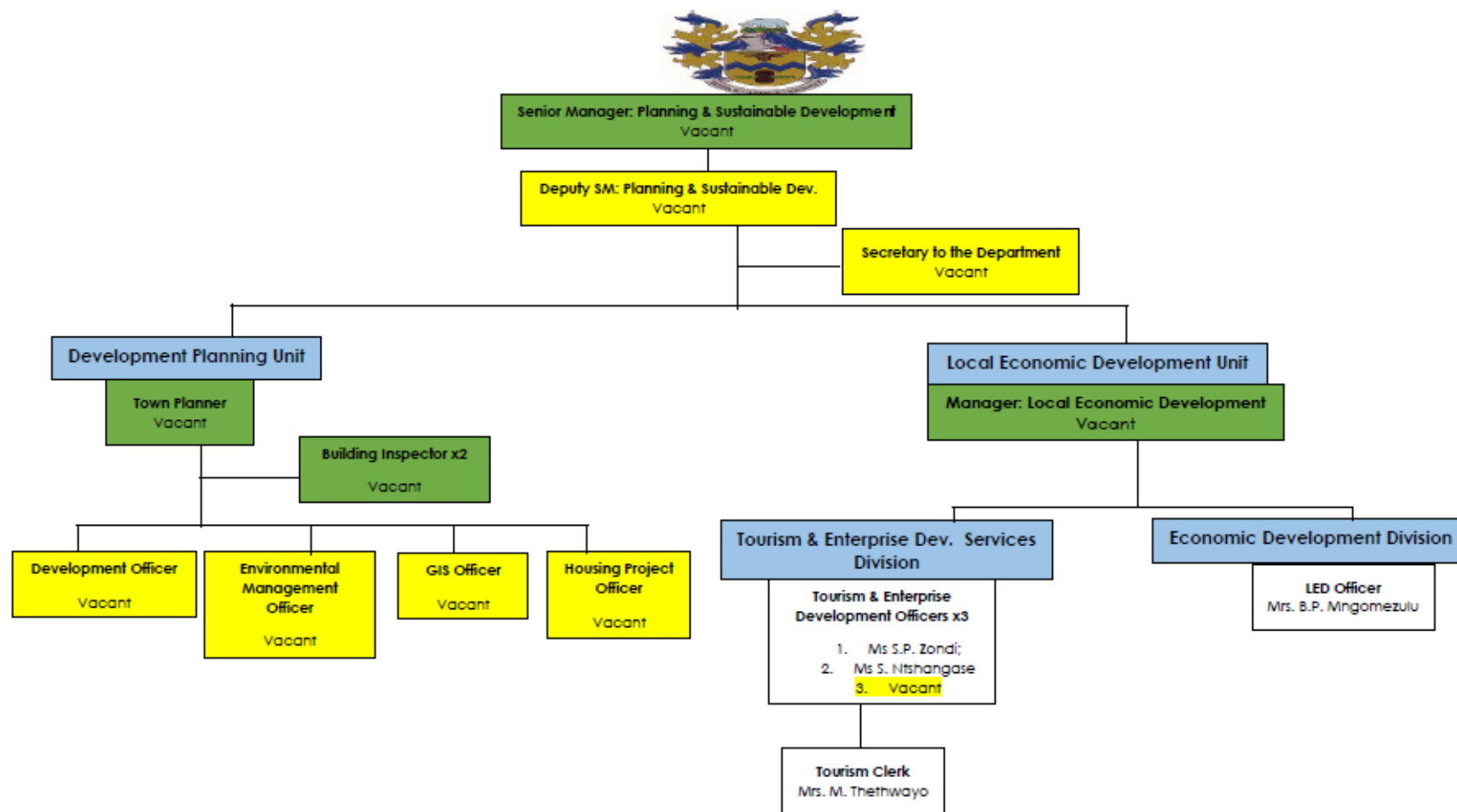
Currently Budgeted Posts highlighted in



MTUBATUBA MUNICIPALITY DEPARTMENTAL STRUCTURES FOR 2016/17 AND BEYOND



NB: Vacant Posts highlighted in Currently Budgeted Posts highlighted in



NB: Vacant Posts highlighted in Currently Budgeted Posts highlighted in



Senior Manager: Community Services
Vacant

Deputy Senior Manager: Community Services
Vacant

Secretary to the Community Services Dept.
Vacant

Parks, Sports & Recreation Unit

Manager: Social Services
Vacant

Sports & Recreation Division

Sports & Recreation
Coordinator
Mr. N.M. Mthiyane

Sports-fields
Caretakers x02
1. Mr. Ntuli;
2. Mr. Dube

Cemeteries and Amenities Unit

Amenities Officer
Mr. K.J.
Mkhwanazi

Cemeteries
Officer
Vacant

Supervisor: Amenities
Mr. V.M. Mkhwanazi

Supervisor: Cemeteries
Mr. B.D. Mthembu

General Workers X11
1. Ms T.P. Mdluli;
2. Ms M.P. Mthiyane;
3. Mrs. P.M. Thusi;
4. Ms M.N. Nzuba;
5. Ms B.T. Makhaya;
6. Mrs T.V. Ndlovu;
7. Mrs. N.J. Ndlovu;
8. Ms B.S. Msane;
9. J.Z. Sibiya;
10. Mrs D.S. Sithole;
11. D.D. Naube

TLB Operator
Mr. N.
Naube

Tractor Driver
Mr. M. Msane

Brush Cutter/ Chainsaw Operator x02
1. Mr. J.J. Mhlongo
2. Vacant X01

General Workers X04
1. Mr. P.S. Msweli
2. Vacant X3

Grassmower Operator x02
1. Mr. M.D. Dube;
2. Vacant X01

Library Services Unit

Manager: Library Services
Mrs. S.R. Mthethwa

Librarian X03
1. Ms M. Mthethwa;
2. Ms. P. Mdlatshe;
3. Vacant

Library Assistants X07
1. Ms B.P. Masondo;
2. Ms. F.B. Mazibuko;
3. Ms N. Mthethwa
4. 04 Filled

Cyber Cadets X03
1. Mr. K. Msweli;
2. Ms. A. Banda;
3. Vacant

General Assistant x03
1. Vacant;
2. Mrs L. Msane;
3. Mrs P. Mbuyazi

Cleansing & Solid Waste Unit

Manager: Waste Management
Vacant

Waste Management Officer
Mr. V. Mpungose

Supervisor: Solid Waste X2
Mr. P.S. Magwaza
X1 Vacant

Truck Driver
Vacant

Compact Truck Driver
x04
1. Mr. S.S. Siyaya;
2. Mr. S.W. Cele
3. Vacant X2

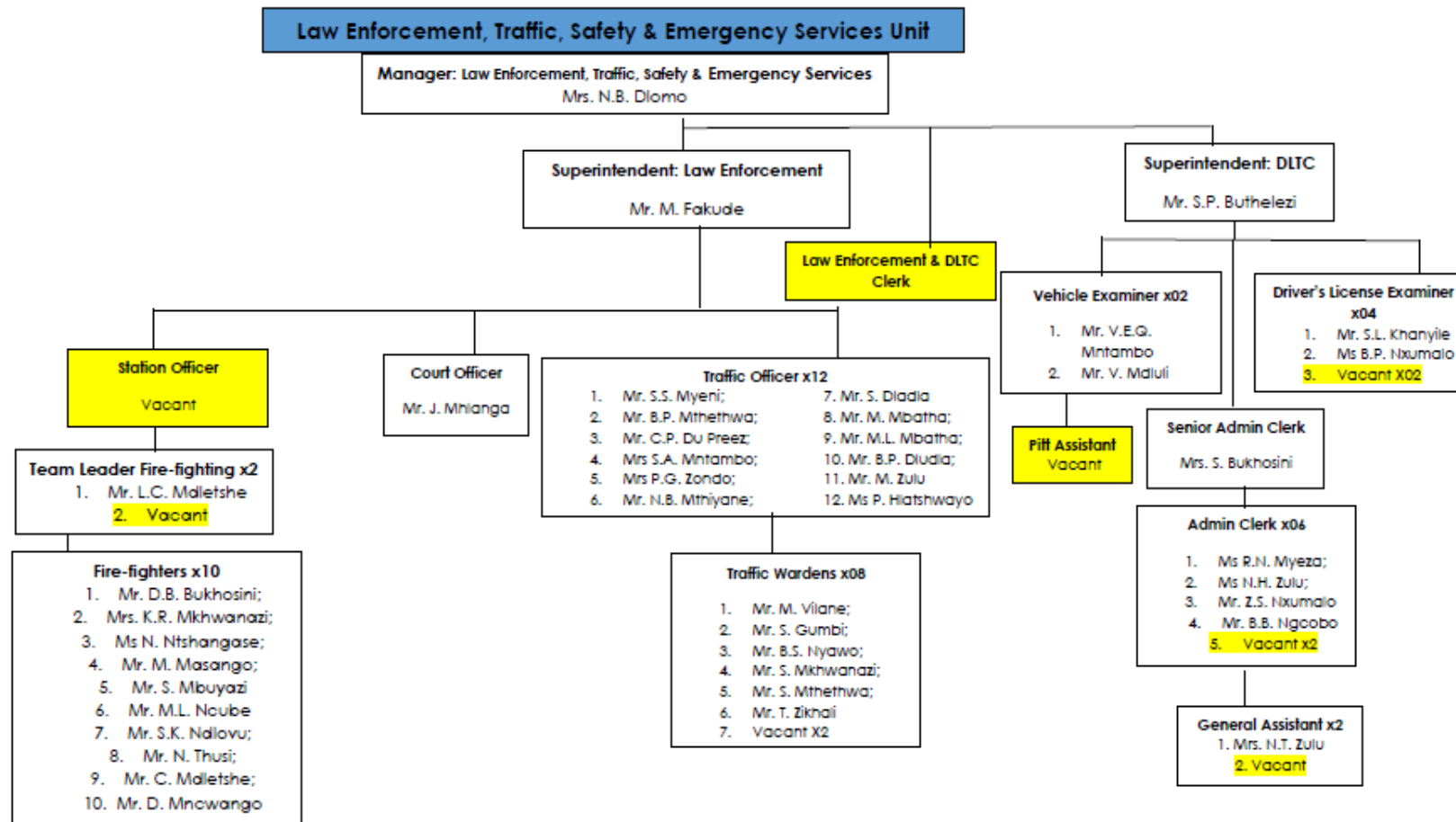
Dumpsite Controller
X02
Vacant

Team Leader
Vacant

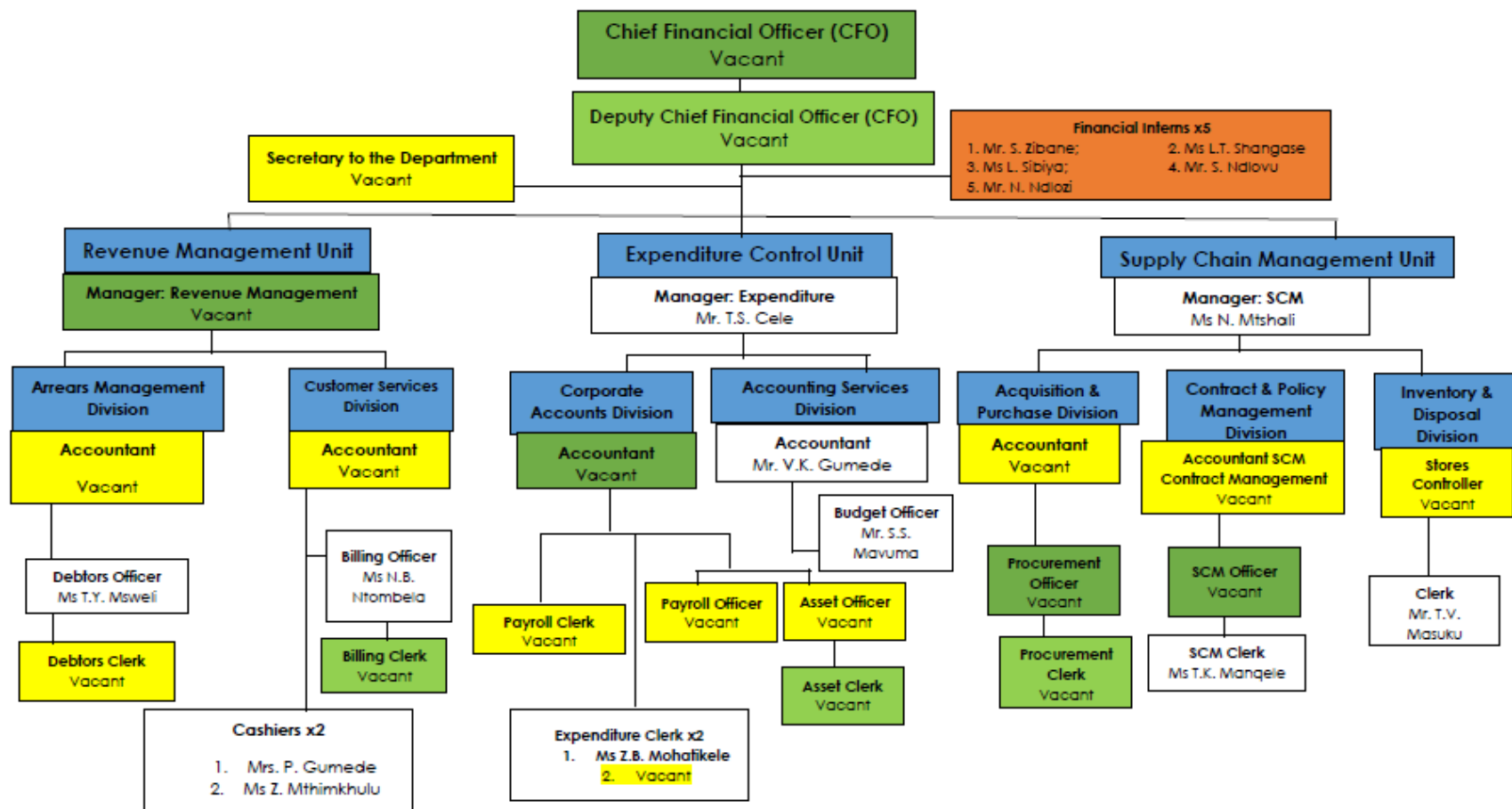
General Assistants x33
DAY SHIFT
1. Mr. L.L. Manzini
2. Mr. S. Mthembu;
3. Mr. V.T. Thethwayo;
4. Mr. M.N. Xulu;
5. Mr. T.C. Mkhwanazi;
6. Mr. J.D. Ngoobo;
7. P.T. Mthethwa;
8. Mrs. T.N. Ndlovu;
9. Mrs H.S. Dubazane
NIGHT SHIFT
1. Z.M. Zungu;
2. L.L. Shezi;
3. Ms B.E. Mkhaye;
4. A.B. Mavuma;
5. N.A. Magubane;
6. K.P. Manyoni;
7. G. Msane;
8. Ms N.T. Shiba;
9. B.G. Msane
10. Vacant X15



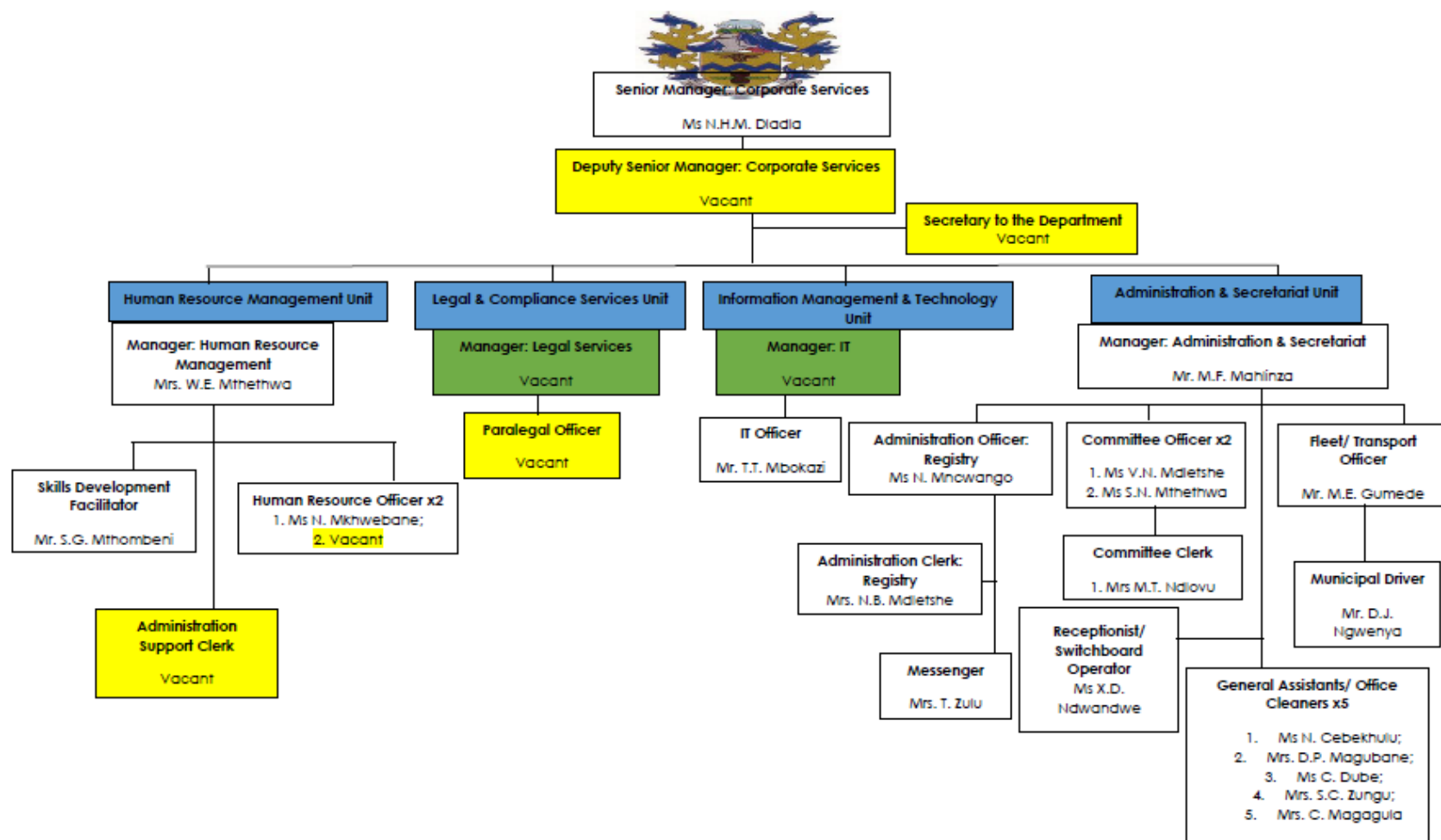
COMMUNITY SERVICES DIRECTORATE cont.....



NB: Vacant Posts highlighted in Currently Budgeted Posts highlighted in



NB: Vacant Posts highlighted in Currently Budgeted Posts highlighted in



NB: Vacant Posts highlighted in



Currently Budgeted Posts highlighted in



Powers and Functions (Institutional Arrangements)

Mtubatuba Municipality, in its' bid to fulfill legislated functions, has arranged the Council committees and as per delegations, roles and responsibilities as follows:

Governance

In exercising its constitutional powers in terms of Section 161 thereof and as per the Municipal Structures Act, the Council delegates some of its functions to other committees such as the Executive Committee in line with the Sections 79 and 80 Committees.

Council

Currently the Mtubatuba Municipality comprises 40 Councillors. The Councillors are allocated to different portfolios where they serve in accordance with internal departments and functions. The Council has quarterly meetings as legislated which reflect 100% functionality.

EXCO

Whereas the Executive Committee meetings are held on a monthly basis at which meetings reports submitted by the respective portfolio committees are considered before these reports would be presented to Council.

Portfolio Committees

Members of municipal departments hold meetings monthly wherein they table, deliberate on issues and make recommendations to EXCO and to Council for approval. Essentially Portfolio Committees exercise political oversight on these meetings. The arrangement of the portfolio committees is as follows:

- Corporate Services Portfolio Committee
- Finance Committee
- Technical/Planning and Local Economic Portfolio Committee
- Community Services Portfolio Committee

Planning and Sustainable Development Portfolio Committee.

MPAC

The Municipal Public Accounts Committee (MPAC) convenes four times per financial year, in terms of Section 79 of the Municipal Structures Act to consider matters pertaining to the exercising of oversight on financial and governance matters.

Table Showing MPAC Members at Mtubatuba Municipality

MEMBERS OF THE MPAC	GENDER	AFFILIATION
Cllr R.B.B Mkhwanazi	Male (Chairperson)	D.A
Cllr P.M Mkhwanazi	Male (Committee member)	ANC
Cllr G.Khumalo	Female (Committee member)	IFP
Cllr N.E Zuma	Male (Committee member)	ANC
Cllr M.C Funeka	Male (Committee member)	IFP
Cllr Z.W Mathonsi	Female (Committee member)	ANC
Cllr. K.N Mponshana	Female (Committee member)	EFF

Audit/Performance Committee

The Audit / Performance Committee was appointed to assist Council in strengthening its role. This Committee meets on a quarterly basis as-and-when required to attend to matters at hand. The Audit Committee and Performance are chaired by one chairperson who is responsible for all regulated matters to be considered by the committee.

Table Showing Audit/Performance Members at Mtubatuba Municipality

MEMBERS OF THE AUDIT/PERFORMANCE	MEMBERS

Municipal Powers and Functions

The Constitution of the Republic of South Africa Act 108 of 1996, precisely Schedule 4, Part B, read together with Section 152 thereof, and containing the objects of local government, vests the powers and functions of the Municipality. Meanwhile, municipal transformation and institutional development relates to a fundamental and significant change relating to the way the municipalities perform their functions, how resources are deployed and the institutional strategies which are implemented with a view to ensuring optimum results in service delivery to the community. It is envisaged that transformation and institutional development shall be seen to take place when the following is addressed as part of the Municipality's strategic planning and direction.

Table Showing Municipal Powers and Functions

UMkhanyakude District Municipality and Local Municipalities		
DISTRICT MUNICIPAL FUNCTIONS	SHARED FUNCTIONS DISTRICT AND LOCAL	LOCAL MUNICIPAL FUNCTIONS
Potable Water Supply	Fire Fighting services	Air Pollution
Sanitation Services	Local Tourism	Building regulations (National Building Regulations)
Electricity Reticulation	Municipal Airports	Child Care Facilities
Municipal Health Services	Municipal Planning	Pontoons, Ferries, Jetties, Piers and Harbours
Regional Airport	Municipal Public Transport	Storm Water Management System In Built up areas
	Cemeteries, Funeral Parlours and Crematoria	Trading regulations
	Markets	Beaches and Amusement Facilities
	Municipal Abattoirs	Billboards and the Display of advertisement in Public places
	Municipal Roads	Cleansing
	Refuse Removal, Refuse Dumps and Solid Waste	Control of Public Nuisances
		Facilities for the Accommodation, Care and Burial of Animals
		Fencing and Fences
		Licensing of Dogs
		Local amenities
		Local Sport Facilities
		Municipal Parks and Recreation
		Noise Pollution
		Pounds
		Public Places
		Street Trading
		Street Lighting
		Traffic and Parking

5.3 Filling of Critical Posts (MM and Section 56 Positions)

In the organogram above the overview of the municipal administrative structure as approved by Council is shown. Currently the Municipality consists of six (6) main departments viz: Office of the Municipal Manager, Corporate Services, Finance Department, Community Services, Technical Services and Planning and Sustainable Development. The posts of Municipal Manager, including all Section 56 posts, are considered as critical posts.

The following positions have since been filled respectively:

Table Showing Critical Positions and Names of Persons Filling Same

Position	Name
Municipal Manager:-	Mr J.A. Mngomezulu
Chief Financial Officer:	Mr N. Shandu
Director Community Services:	Mr J. Mbatha
Director Technical Services:	Mr N. Sawyer
Director Corporate Services:	Vacant
Deputy Director Planning and Sustainable Services	Filled

The Corporate Services Director recently resigned Mrs N.H.M. Dladla at the end of March 2018. The position remains vacant at this juncture and shall be filled soon.

It would appear that the key challenge that faces the Municipality is how to attract and retain skilled senior management staff (S54/56). The filling of vacancies has been prioritised to reduce the vacancy rate while the staff cost effect on the overall OPEX (Operating Expenditure) is being monitored to ensure that it does not exceed the ratio of 40% of OPEX.

Table Showing the Six (6) Municipal Departments and the Respective Functions

DEPARTMENT	FUNCTIONS
Office of the Municipal Manager	➤ Communication ➤ Internal Audit & Risk Management ➤ Corporate Governance and Administration ➤ Political Support ➤ IDP and PMS ➤ Special Programmes ➤ Back-to-Basics Programme
Corporate Services	➤ Human Resource Management, Human Resource Development Strategy and Implementation Plan ➤ Administration ➤ Legal Services ➤ ICT Management ➤ Council Support & Auxiliary Services
Community Services	➤ Protection Services and Law Enforcement ➤ Disaster Management ➤ Parks, Sports and Recreation ➤ Waste Management ➤ Library Services ➤ Public Participation & OSS
Technical Services	➤ Roads & Storm Water ➤ Electrification ➤ Infrastructure/Capital Projects ➤ Operations & Maintenance ➤ Human Settlements Projects ➤ Project Management
Financial Services	➤ Revenue Management ➤ Expenditure Management ➤ Supply chain Management ➤ Asset Management ➤ Budget and Treasury Office ➤ Financial Reporting
Planning and Sustainable Development	➤ Integrated Development Planning ➤ Municipal Planning (Urban and Rural) ➤ Performance Management ➤ Local Economic Development & Tourism ➤ Building Regulations ➤ Environmental Management

5.4 Council Adopted Plans

5.4.1 Employment Equity Policy and Plan

Mtubatuba Municipality currently has an Employment Equity Policy and Plan that were approved by Council in 2018. An Employment Equity Report was submitted to the Department of Labour. The purpose of this policy is to constantly create an environment that is conducive for the advance of equal opportunity, in an endeavour to redress historical imbalances and to enhance the conditions of individuals and groups who come were previously disadvantaged on the grounds of race, gender and disability.

Application of EEP in Mtubatuba

All officials at Mtubatuba Municipality who are appointed in terms of the Municipal Systems Act and who fall within the scope of Local Government Bargaining Council including those that are appointed on the fixed term contract (Section 54 & 56 employees) are subject to the application or implementation of the EEP.

Implementation of EEP

The Employment Equity Policy and Plan are primarily seen as a Human Resources Development Action and not merely as an employment measure. In order to ensure that the EEP is successfully implemented at Mtubatuba Municipality the following encompasses some of the steps that are taken as part of such implementation:

- Special attempts have been made to promote internal staff from identified groups in vacant posts, keeping the merit principle in mind. For this purpose, career planning is essential.
- Development and training of personnel from designated groups are being done in terms of present and future vacant posts in line with the guidance by the individual's direct supervisor.
- Departmental and Section Heads are held directly responsible for the training and development of their subordinates, in particular those who come from designated groups.
- Active participation of top management (i.e. Municipal Manager, Heads of Departments and Human Resources) is vital for the success of this program.
- Personnel recognise their role and responsibility in respect of their own respective development.
- All formal and informal discrimination based on race, colour, gender, ethnic or social origin, religious or political conviction, age, sexual orientation, disability or disadvantaged background and so forth are being eradicated.
- Organisational Policy, structures and procedures must be adapted where necessary to facilitate Employment Equity.

Objectives, Action Plans and Timetables

Employment Equity 's main principle should be viewed as an effort to promote representation of the relevant labour market in our employment. The nature of the relevant labour market (this is the availability of people who possess the necessary qualifications and experience and/or who are willing and able to obtain the relevant experience and qualifications), as well as the specific circumstances of the organisation (e.g. the nature of the client for whom services are rendered), are taken into cognisance with monitoring and evaluation of the extent to which integrated service rendering has been affected.

Realistic and acceptable objectives require the following:-

- (a) research in respect of the size, composition and nature of the relevant labour market;
- (b) analysis of the composition of the internal labour market, e.g.:
 - to what extent does integrated employment exist, relative to the various functions and levels in the organisation; and
 - what is the attitude of personnel in respect of Employment Equity and to what extent do discriminatory attitudes, practices and procedures and barriers exist?
- (c) analysis of the organisation in respect of sections where Affirmative Action enjoy priority and/or where Affirmative Action can be implemented readily, e.g. which posts can or must be identified for Affirmative Action and in which area is the staff turnover the highest?
- (d) Affirmative Action objectives are determined in consultation with Departmental and Section Heads;
- (e) Broad numerical objectives in respect of various groups who are subject to Affirmative Action are determined for the various categories of posts; levels and sections in the organisation for specific periods of time are also determined.

Mtubatuba Municipality's Employment Equity Policy and Plan are annexed hereto for ease of reference.

5.4.2 Workplace Skills Plan (WSP)

The Workplace Skills Plan that was developed by Mtubatuba Municipality for the 2017/2018 financial year describes the Municipality's training and skills development strategy that support the Municipality in meeting its overall objectives and targets. Mtubatuba Municipality's Workplace Skills Plan was developed in order to provide the Municipality with a structured plan which essentially assists the Municipality to ensure that skills development is encouraged and its implementation thereof adheres to the plan. The Workplace Skills Plan provides Mtubatuba Municipality with pivotal quantitative and qualitative data that enables the Municipality to achieve the following:

- understand the profile and composition of the departments;

- determine skills requirements and priorities across the departments;
- develop a clear picture of areas where there is a high demand for skills development – pinpointing areas where Learnerships and Skills Programmes should be developed.

Mtubatuba Municipality had consultations with its six departments and the Local Labour Forum when it compiled its Workplace Skills Plan. The Municipal Workplace Skills Plan has since been approved by Council and submitted to LGSETA. The quality of employees and their development through training and further education are major factors in determining long-term organisational goals and objectives. Investing in employee skills and development stimulates productivity levels to achieve the mission and vision of the Municipality as envisaged in the IDP.

The purpose of training and development is to emphasize growth and development of personnel, thereby creating a pool of readily available and adequate replacement for personnel who may leave or are promoted within the organisation. Further, this enhances the Municipality's ability to adopt and use technology optimally because of sufficiently knowledgeable staff.

The benefits of capacitated municipal staff within the Mtubatuba Municipality include, but not limited to:

- Boosting the morale of staff;
- An efficient and effective, highly motivated team;
- Increased productivity;
- Decreased need for supervision; and
- Reduced absenteeism in the workplace.

A training committee is established and comprised of representatives from the municipal departments. The training committee meets on a quarterly basis in order to re-evaluate the training needs and report on the implementation plan. A comprehensive Workplace Skills Plan report encompassing the expenditure report detailing the staff trained is annexed hereto for ease of reference.

Recruitment and Selection Policy

Mtubatuba Municipality has a Recruitment and Selection Policy which was approved by Council and it is being implemented and reviewed on an annual basis. (a copy of which are attached herewith for ease of reference).

Retention Policy

The Council of Mtubatuba Municipality approved a Retention Policy (copies of the Retention Policy and Council Resolution are herewith attached). This policy is being implemented and shall be annually.

5.5 Implementation of EEP and WSP (Training, Recruitment and Staff Retention)

The implementation of EEP and WSP at Mtubatuba Municipality is driven by the Employment Equity Committee and the Training Committee that have been established. The terms of reference meant to guide the operation of these committees are in place. The following is a list of the committees' functions:

- Develop and ensure implementation of an Employment Equity and Affirmative Action Policy;
- Review and monitor departmental targets established for Employment Equity purposes and make recommendations should the targets be deemed to be inadequate or over ambitious;
- Monitor the applicability of the Employment Equity Policy and make amendments should this be deemed essential;
- Monitor recruitment and placement decisions, both internal and external, and debate these decisions should they be considered to be unfair, biased or improperly managed;
- Undertake a statistical profile analysis of the Municipality;
- Review/audit all Employment Policies, Practices and Procedures;
- Monitor the implementation of the Employment Equity Plan;
- Monitor the training of the Committees in the following areas:
 - Recruitment/Selection
 - Assessment Criteria
 - Personal Development Planning
 - Teamwork
 - Problem Solving
 - Negotiation skills
 - Mentor development
- The Committee may suggest additional areas of training should they be required;
- Monitor the application of personal development programmes within the Municipality;
- Monitor the extent and application of the training and development budget and make recommendations in this regard;
- Monitor the establishment of a mentoring process throughout the Municipality and the implementation of career path and succession planning; and

- Monitor the implementation of the agreed actions as set out in the Employment Equity Plan.

5.6 ICT Policy Framework

Mtubatuba Municipality has reviewed its ICT Policy Framework and has since tabled before Council and was approved during the current financial year. The ICT Policy Framework encompasses the following policies:

- Back-up policy
- Change Management policy
- Data Recovery policy
- IT Security (user access management, incident management and antivirus policy)

The purpose of this document is to define the guidelines, principles and policy statements for the governance of Information Technology (IT) within Mtubatuba Municipality. The framework is based on the Department of Public Service and Administration (Public Service Corporate Governance of Information and Communication Technology Policy Framework) and SALGA (A Municipal Guide/Roadmap to Successful ICT Governance). The roles and responsibilities in terms of the implementation of ICT Policy Framework include the following, *inter alia*:

Role Players	Roles and Responsibilities
Mtubatuba Governance Manager (Municipal Manager)	The Municipal Manager (MM) is accountable for the design, implementation and management of the IT governance framework within the Municipality, as well as to ensure adherence and compliance to this framework. The MM reports to the Council.
Enterprise Governance Specialist (Chief Financial Officer)	The Enterprise Governance Specialist supports the Strategy and Governance Manager with the design, implementation and management of the IT Governance Framework (on an enterprise level), consisting of the necessary structures, processes, frameworks / standards, artefacts (policies, procedures, S.O.D, mandates) and performance measures. The Enterprise Governance Specialist is responsible for the development of enterprise level governance artefacts and will play a leading role in supporting the IT Governance Structure. The Enterprise Governance Specialist works closely with the Governance Manager to monitor and report (enterprise level) on the adherence to agree upon IT control practices in the various departments within the Municipality and to track the IT control practice interventions. Conduct IT Governance audits in accordance with the agreed-upon governance framework, timetables and budgets.
Information Systems Manager (IT Officer / IT Service Provider)	Participate in system implementation / development / configuration projects from requirements definition through to post implementation review – to ensure that appropriate controls are in place within technical infrastructure, applications, and business processes.

Role Players	Roles and Responsibilities
Department Managers	Department Managers are responsible for the alignment and compliance of their departments to the agreed IT Framework.
Mtubatuba Information Community	The Information Community is responsible for the complying with IT Governance Framework and controls.

5.7 Institutional Development and Transformation SWOT ANALYSIS

Table Showing SWOT Analysis for Institutional Development and Transformation

STRENGTHS	WEAKNESSES
HR Policies in place. HR Strategy and Plan in place. Employment Equity Policy and Plan in place. Employment Equity Committee Established. Local Labour Forum Established. OHS Committee Established. Council approved Organogram Municipal Manager's post has been filled. Appointment of Deputy Senior Managers Funding from LGSETA for implementation of Learnerships. <i>Batho Pele Policy.</i>	LLF not well capacitated. Recommendations by OHS to Management not attended promptly. Inadequate office space for both staff & Councillors.
OPPORTUNITIES	THREATS
Review of Municipal Grade. Cascading of PMS.	Political Instability;

**BASIC SERVICE DELIVERY AND
INFRASTRUCTURAL DEVELOPMENT
SITUATIONAL ANALYSIS**

6. BASIC SERVICE DELIVERY AND INFRASTRUCTURAL DEVELOPMENT SITUATIONAL ANALYSIS

6.1 Water and Sanitation

6.1.1 Water Services Authority

Mtubatuba Municipality is not a Water Service Authority, however the Municipality has been declared as a disaster area due to drought coupled with challenges that are being experienced by uMkhanyakude District Municipality. The District Municipality is a Water Service Authority and a Water Services Provider for all its local municipalities. This means that the primary responsibility of the District Municipality is to ensure that local people have access to water and sanitation.

6.1.2 Water Services Development Plan (WSP)

Umkhanyakude District Municipality has an outdated Water Services Development Plan which was drafted in July 2002 financial year.

6.1.3 Link to WSDP

The Water Services Development Plan link is herewith provided for ease of reference.
(devplan.kzncogta.gov.za/idp_reviewed/IDPS/.../Umkhanyakude_WSDP_part1.pdf)

6.1.4 Water Services Development Plan Annexure

An annexure in respect of Water Services Development Plan has not been attached herewith as this is catered for by the link provided in 6.1.3 above.

6.1.5 Water Services Authority

Mtubatuba Municipality is not a Water Service Authority, rather the uMkhanyakude District Municipality is the Water Service Authority.

6.1.6 Date of Last Review of Water Services Development Plan (WSPP)

Umkhanyakude District Municipality has a Draft Water Services Development Plan which was drafted in July 2002 financial year. A District Water Master Plan is attached hereto for ease of reference.

6.1.7 Operations and Maintenance for Water and Sanitation

The Operations and Maintenance Plan for Water and Sanitation Projects is provided by the Umkhanyakude District Municipality. Mtubatuba Municipality is not responsible for operations and maintenance of water services infrastructure in all its areas. However, as a developmental local government which is assigned powers to plan for its development within its jurisdiction, the Municipality through the IGR-Technical Infrastructure Sub-Committee ensure wide household access to basic services and do lobby relevant authorities to deliver such services as required.

6.1.8 Status of Water Services Authority's Operations and Maintenance Plan

Umkhanyakude District Municipality has an Operations and Maintenance Plan which is being implemented as per Council Approved Budget. The operations and maintenance for water and sanitation 2018/2019 was adopted by Council on

6.1.9 Status of the Water Infrastructural Backlogs, Needs and Priorities

The water services backlog was determined utilising a combination of Census 2011, the UKDM asset register, and verified data from consultants to produce a combined GIS infrastructure database that shows a backlog of 30% of the population (access below National Standard). This is a significant improvement from the Census 2011 backlog of 53%.

UKDM Backlog

Table 2- UKDM Water Infrastructure Backlog

Local Municipality	Population	Percentage of the population with access BELOW National standard level of water service			
		Census 2011 Level of Water Services	Asset Register Infrastructure Data	Verified Consultants Infrastructure Data	Combined Infrastructure Data
Mtubatuba	155140	52.7%	50.6%	60.2%	28.5%
Jozini	185790	62.4%	67.4%	47.1%	42.3%
The Big 5 False Bay	35195	37.0%	28.2%	32.5%	20.7%
Hlabisa	71902	60.8%	48.7%	37.9%	36.4%
Mtubatuba	175359	44.0%	50.3%	28.9%	17.6%
uMkhanyakude	623387	53.2%	54.1%	43.3%	30.0%

Source: Draft DC27 WSDP 2016

Historically the area has been characterised by many small stand-alone schemes utilising local water resources; supplying to a basic level of service in rural areas, and a higher level of service in urban areas. The Shemula, Jozini, Hluhluwe, and Mtubatuba are the only areas currently served by large capacity water treatment works. The remainder of the DM is served by small conventional or package treatment works, or schemes with chlorination only. The number of schemes, and the accessibility to these, has resulted in management and maintenance challenges, with schemes regularly not functioning at an optimal level, in some cases falling into disrepair, and others simply not having power or diesel to operate the pumps. These challenges have led the Municipality to investigate bulk supply scheme options to try and improve on the sustainability of supply, and

reduce the O&M challenges. The possible solution to the water supply infrastructure in the future is the careful combination of local water resources (including groundwater) with bulk supply sources.

A basic calculation of the current WTW capacity (94.5MI per day) and the demand based on current level of service (59.7MI/day), shows there is sufficient treatment capacity at present. This capacity excludes all boreholes that are utilised without a WTW, which provide significant additional water across the DM every day. The demand, however, takes into account only 15% water loss (good practice), and the current perceived need for additional treatment capacity is most likely due to high water losses. The previous lack of a water conservation water demand management strategy in the UKDM resulting in additional strain on the water resources, and the curtailment of losses should be viewed as a priority “water source” prior to the building of additional infrastructure capacity. As per the strategy of national government, expressed in the National Water Resource Management Strategy 2 (2014), the development of new water resource infrastructure will not be approved by the Department of Water and Sanitation, if WCWDM measures are not first implemented. Considering (1) the considerable problem with water losses; and (2) the large-scale plans for water resource infrastructure development, the need for WCWDM interventions needs to be prioritised.

Water Demand Model

In order to have the flexibility to determine water demands for different spatial groupings, such as scheme or supply footprints, a zero-base demand model based on Census demographics (with an applied growth rate to get current figures) and levels of service (at smallest grouping) was adopted for the demand modelling. Although the demand model is based on the official Census data and agreed unit demands it is not a stochastic model, involving random demographic and unit demand sampling and probability behaviour. It also does not allow for level of confidence or degree of accuracy calculations of the Census data, growth rates, nor of the unit demand values adopted. The low and high results represent the extremes of what the predicted water demands could be. These are calculated in the model by using the extremes of the range of each data item in determining the results. No statistical probability or reliability measure can be attributed to these figures, except to say that all actual results should fall somewhere within this predicted range.

Water Demand Summaries

Row Labels	Sum of Cur AADD(Rest LOS) Ave	Sum of Future AADD LOS 2020 Ave	Sum of Future AADD LOS 2025 Ave	Sum of Future LOS AADD 2030 Ave	Sum of Future AADD LOS 2040 Ave	Sum of Future AADD LOS 2035 Ave	Sum of Future HHI 2045 Ave
Hlabisa	5 228	8 867	9 498	10 759	15 099	13 363	18 571
Jozini	8 702	15 932	16 989	19 105	28 135	24 523	35 360
Mtubatuba	12 300	19 803	21 927	26 176	36 890	32 605	45 462
The Big 5 False Bay	5 762	7 814	8 503	9 880	11 578	10 899	12 936
Umhlabuyalingana	9 761	15 396	16 679	19 246	25 966	23 278	31 342
Grand Total	41 752	67 811	73 596	85 166	117 669	104 668	143 671

Row Labels	Sum of CurLOS SPDAve rage	Sum of Future SPF LOS 2020 Ave	Sum of Future SPF LOS 2025 Ave	Sum of 2030LOS SPDAve	Sum of Future SPF LOS 2035 Ave	Sum of Future SPF LOS 2040 Ave	Sum of 2045HHI SPD Ave
Hlabisa	7 690	12 503	13 445	15 331	19 206	23 082	26 958
Jozini	11 883	20 847	22 476	25 733	34 008	42 283	50 559
Mtubatuba	18 152	28 286	31 404	37 641	46 962	56 283	65 604
The Big 5 False Bay	8 845	11 699	12 743	14 831	16 118	17 405	18 692
Umhlabuyalingana	13 142	19 281	21 635	26 344	32 320	38 297	44 274
Grand Total	59 712	92 616	101 704	119 879	148 615	177 351	206 086

Source: Draft DC27 WSDP 2016

The average annual average demand (AADD) for 2015 (current), at five (5) year intervals to 2045 at a local municipality grouping are shown in the first table below, the with Gross Summer Peak Demands in the second table above.

6.1.10 Existing and Planned Infrastructure Capacity and Functional Evaluation

Deciding what footprint base to use to determine the demand; discuss or review the existing infrastructure or scheme capacities was found to be quite a challenge. Anomalies were found between the DWS Water Reconciliation Strategy footprints and the current distribution infrastructure. In addition, the level of detail in various infrastructure reports/GIS obtained from previous PSPs differed and subsequently was difficult to compare with one another.

The solution was to develop “Water Master Plan supply areas”, which are comprised of a larger supply area that simulate the seven (7) regional schemes aspired to by UKDM, bounded in instances by rivers, distance from source, topography; with smaller sub-schemes within those regional boundaries that are aligned with the existing infrastructure supply footprints and operational small schemes areas. The six (6) water master plan supply areas are areas are Shemula, Jozini, Hluhluwe, Mpukonyoni, Mtubatuba, and Hlabisa. Water demands have been determined on sub-scheme level and the infrastructure evaluated at the same or sub-zone level. Sub-zones were defined for the specific purpose of reviewing bulk distribution main capacities, where the existing diameters were known and could be assessed.

The Mtubatuba Water Supply Scheme covers the towns of Mtubatuba and St Lucia. The demographics and water demands for the Mtubatuba Supply area:

- Household growth year 2015 to 2045 is from 12171 to 20628 households and a movement/migration of LOS as indicated achieving 48% YC supply by 2030.
- The 20-Year (2035) GSPD (Gross Summer Peak Demand) is 18.4 Ml/day.

The infrastructure capacity and upgrade requirements can be summarized as follows:

- The WTW and storage available is adequate for the ultimate demands at 2035,
- The abstraction licence needs to be increased to cater for the additional future demands.

Distribution upgrades required are:

- 400mm diameter 3 km bulk to kwaMsane.
- 600mm diameter upgrade from Mtubatuba to Monzi Reservoir
- 250mm diameter 6 km bulk from Monzi Reservoir to Kula Village.
- 100 mm diameter 7 km main to Monzi SP Elevated tank.

The Mpukonyoni Water Supply Scheme is a large scheme in the western side of Mtubatuba Municipality. The demographics and water demands for the Mpukonyoni Supply area are summarised as follows:

- Total of 5832 stands that need to receive access to RDP supply (Census 2011)
- Household growth year 2015 to 2045 is from 10815 to 18465 households and a movement/migration of LOS as indicated achieving 48% YC supply by 2030.
- The 20-Year (2035) GSPD (Gross Summer Peak Demand) is 21.2 MI/day.

The infrastructure capacity and upgrade requirements can be summarized as follows:

- The Water registration needs to be increased to year 2035 demand.
- An additional 16MI/day WTW capacity would need to be provided.
- An additional 15MI storage is required,
- Focus must be on the water conservation and water demand management measures
- Distribution upgrades required are:
 - 500mm diameter 12 km bulk to Mdolomba Reservoir.
 - The main supplying uThungulu DM is not known, however, from our calculation, a 250mm diameter main is required

Status of Water

Access to water is one of the key challenges facing Mtubatuba Municipality together with the rest of the local municipalities under UMkhanyakude District Municipality. In the whole, Mtubatuba Municipality population has no access to portable water in accordance with the standards as set by the National Department of Water Affairs. The nature of backlog includes the lack of extensive use of boreholes and natural sources of water. None of this is purified. Only 15 228 households benefit from a regional water scheme ranging from boreholes to inside yard water provision. The responsibility for water (water authority and service provider) resides with Umkhanyakude District.

Regardless of the above backup the main issue is the very low water table, therefore an alternative is to tap from Jozini Dam and this needs to be explored. As discussed above, there are constant water cuts throughout the municipal area, and this has a negative implication to attracting big investors or factories which require large volumes of water and reliable. The figure above shows depicts households that have access to water in the municipal area and water sourced via a local water scheme accounts for 44% while 36% of houses access water from unreliable water bodies ranging from springs to rivers in 2011. This may be due to increase in property development as well as government subsidised housing schemes in the municipal area.

MAIN SOURCE OF DRINKING WATER (2016)

Table Showing Main Source of Drinking Water (2016)

	PROVINCE	MUNICIPALITY				
	KZN	DC27: Umkhanyakude	KZN271: Umhlabuyalingana	KZN272: Jozini	KZN275: Mtubatuba	KZN276: New
POPULATION	11065240	689090	172077	198215	202176	116622
Piped (tap) water inside dwelling	1076667	10458	628	2230	4820	2780
Piped (tap) water inside yard	828016	34598	11694	11037	7923	3945
Piped water on communal stand	371943	15876	2759	7526	4729	862
Borehole in yard	22159	6340	5619	266	220	235
Rain-water tank in yard	28880	7069	1571	1482	2501	1515
Neighbours tap	51864	8575	4392	1349	2296	539
Public/communal tap	128860	6164	1118	1197	3529	321
Water-carrier/tanker	86012	13672	1999	4359	3242	4072
Borehole outside yard	63632	15862	6384	1884	4891	2703
Flowing water/stream/river	182727	29351	2779	12763	6140	7669
Well	4617	391	0	123	157	111
Spring	18431	813	100	26	412	276
Other	12036	2074	573	342	931	227

The table below depicts the number of households with access to piped water in the Municipality in previous census years.

Table 3 Distribution of Households by Access to Piped (tap) Water and Municipality 1996, 2001 and 2011

Municipality	Piped (tap) water inside dwelling/yard			Piped (tap) water on a communal stand			No access to piped (tap) water		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Mtubatuba	2 149	5 890	17 713	2 032	6 263	6 363	14 065	12 673	10 828

The number of households which have access to water inside dwelling has increased substantially in 2011 recording an increase of 11 823 (200%) while those households which access water via communal standpipes has remained the same. There has not been much improvement for households that have no access to piped or tap water since the water backlog has remained at 31%. This may be caused by a number of existing water schemes that are not functional. The overall access to piped water within yard/ dwelling or from communal stand in 2016 was recorded as 17 472.

Water Challenges

In most Mtubatuba wards water infrastructure exists. However, most water schemes are non-functional and where functional, the communities experience continuous water-cuts. This is one the major challenge that the municipal residents face on daily basis where water provision is non-existent.

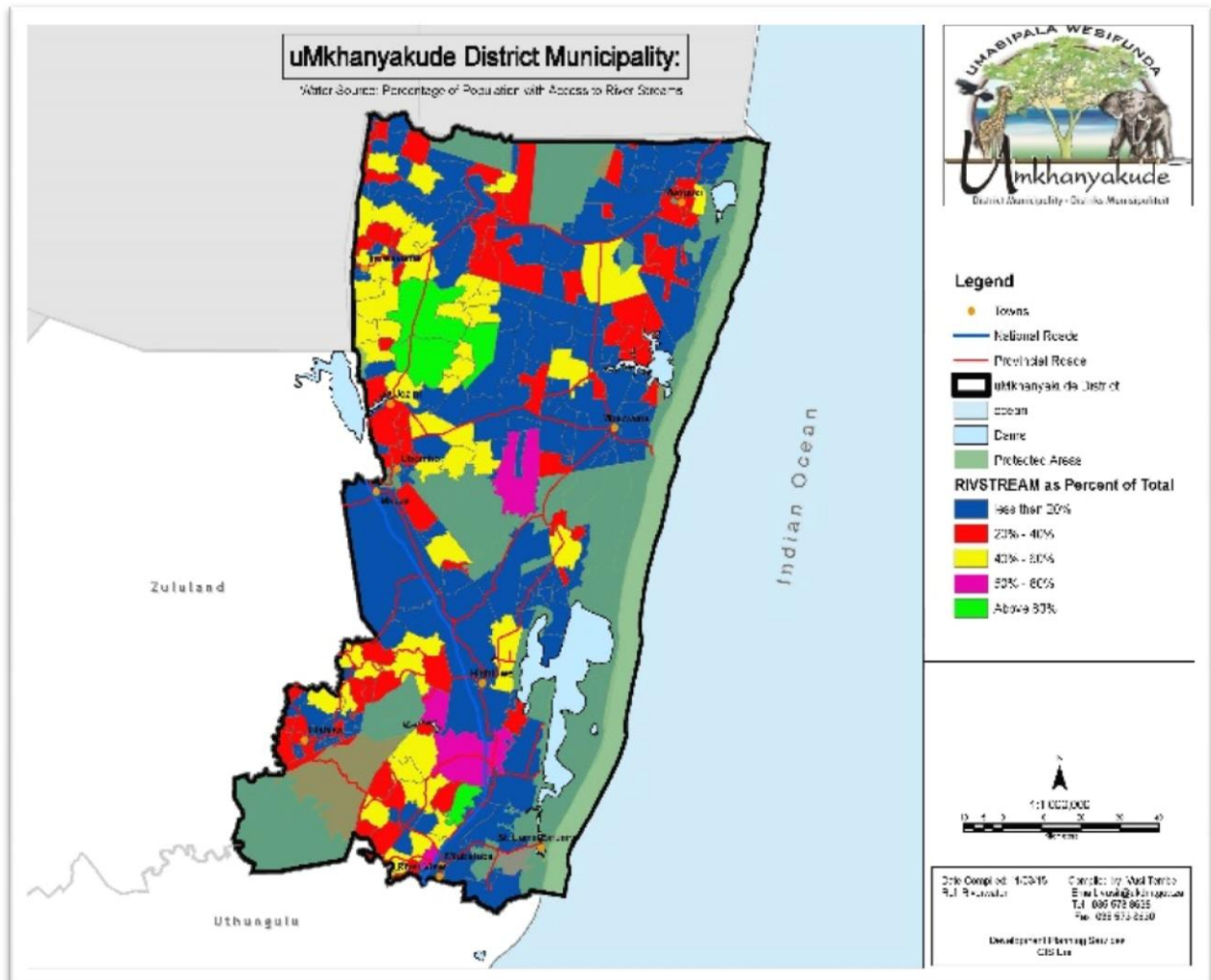
All 20 wards visited during this phase of the IDP have similar challenges and concerns. It has also been established that the current Indigent register is out-dated.

The district municipality needs to address the water crisis in the municipal area by drafting a plan when water is unavailable to supply the consumers with water tankers whilst attempting to find a permanent solution.

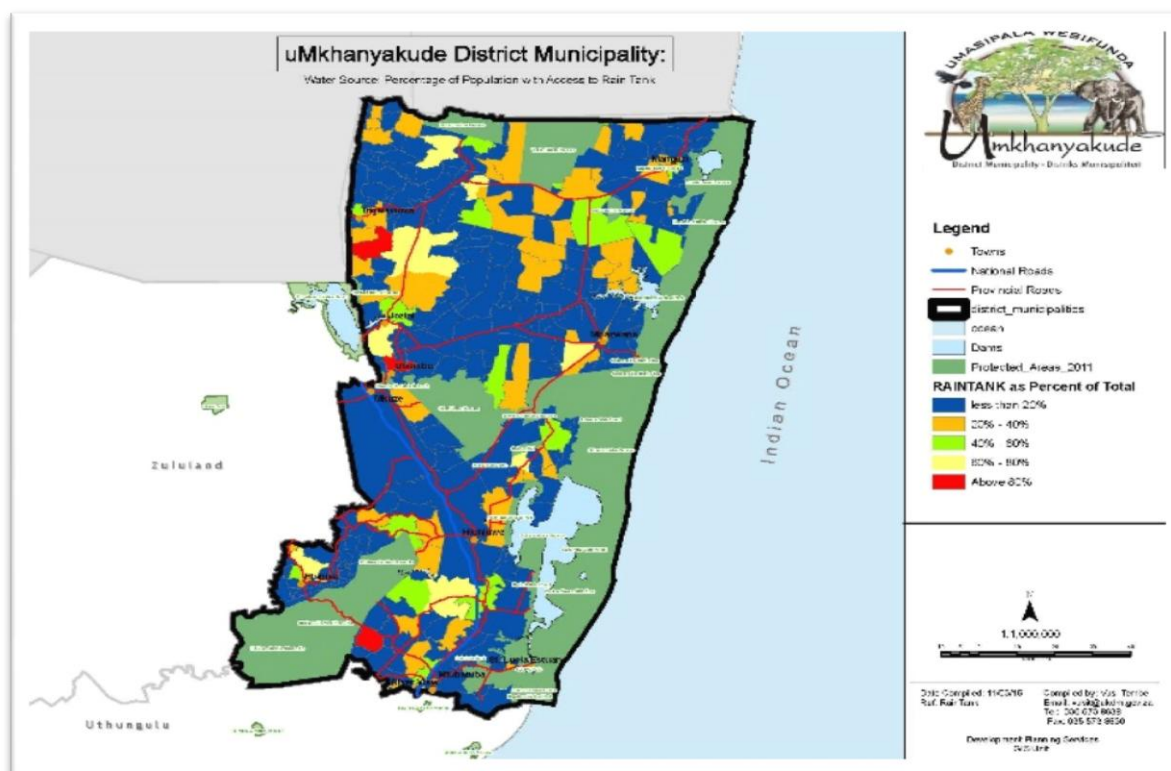
Central to the success of any intervention by the district is constant communication with its local municipalities and residents. Such plan would need to be monitored and reviewed to ensure its effectiveness. The continuous water-cuts and non-functional water schemes need to be resolved as a matter of urgency.

In addition to the above, the old water pipes and reticulation has great leaks in some residential areas of Mtubatuba, Indlovu Village and KwaMsane. Pipes are being vandalised where the scheme is non-functional and water is illegally tapped off. The District Municipality must develop a plan earmarked to reduce non-functioning water schemes as a priority.

Map Showing Percentage of Population with Access to River Streams



Map Percentage of Population with Access to Rain Tank as Source of Water



Infrastructure Project Development

All projects have been prioritised using a combination of weighting criteria - Strategic Importance; Extent of Cost Ratio; Per Capita Consumption (l/capita/day); Non-Revenue Water; Functional Criticality of Scheme; Institutional Capacity; Available Co-funding; and Implementation Readiness. Furthermore, the location of the project was evaluated by identifying 1) the associated per capita cost, 2) the percentage of people who are currently unserved within that project footprint, and finally the per capita daily demand (ℓ/c/d). A high per capita daily demand would signal a large number of households who currently have a reasonably high level of service and are therefore less of a priority than areas which are completely unserved.

6.1.11 Status of Sanitation

The majority of residents in the municipal area have no access to formal sanitation and either use pit latrines or have no form of sanitation at all. This accounts for 41% in 2011 and the situation has serious health implications as the area is also prone to sicknesses related to diarrhea etc. However it is encouraging to note that compared to 15% of the population in 2001, who had access to flush toilets in 2011 there is an improvement of approximately 5% and now accounts for 20% access to flush toilets.

Table Showing Distribution of Households by Type of Toilet Facility and Municipality-2001, 2011 and 2016

<u>Municipality</u>	<u>Flush or Chemical Toilet</u>			<u>Pit Latrine</u>			<u>Bucket Pit Latrine</u>			<u>None</u>		<u>Ecological Toilet</u>
	<u>2001</u>	<u>2011</u>	<u>2016</u>	<u>2001</u>	<u>2011</u>	<u>2016</u>	<u>2001</u>	<u>2011</u>	<u>2016</u>	<u>2001</u>	<u>2011</u>	<u>2016</u>
UMkhanyakude	18 050	37 624	45813	24 474	58 061	82572	1 385	1 594	1449	57 654	23 614	1054
Mtubatuba	6 250	10 170	14115	8 253	13 518	23034	610	275	17	9 713	6 458	37

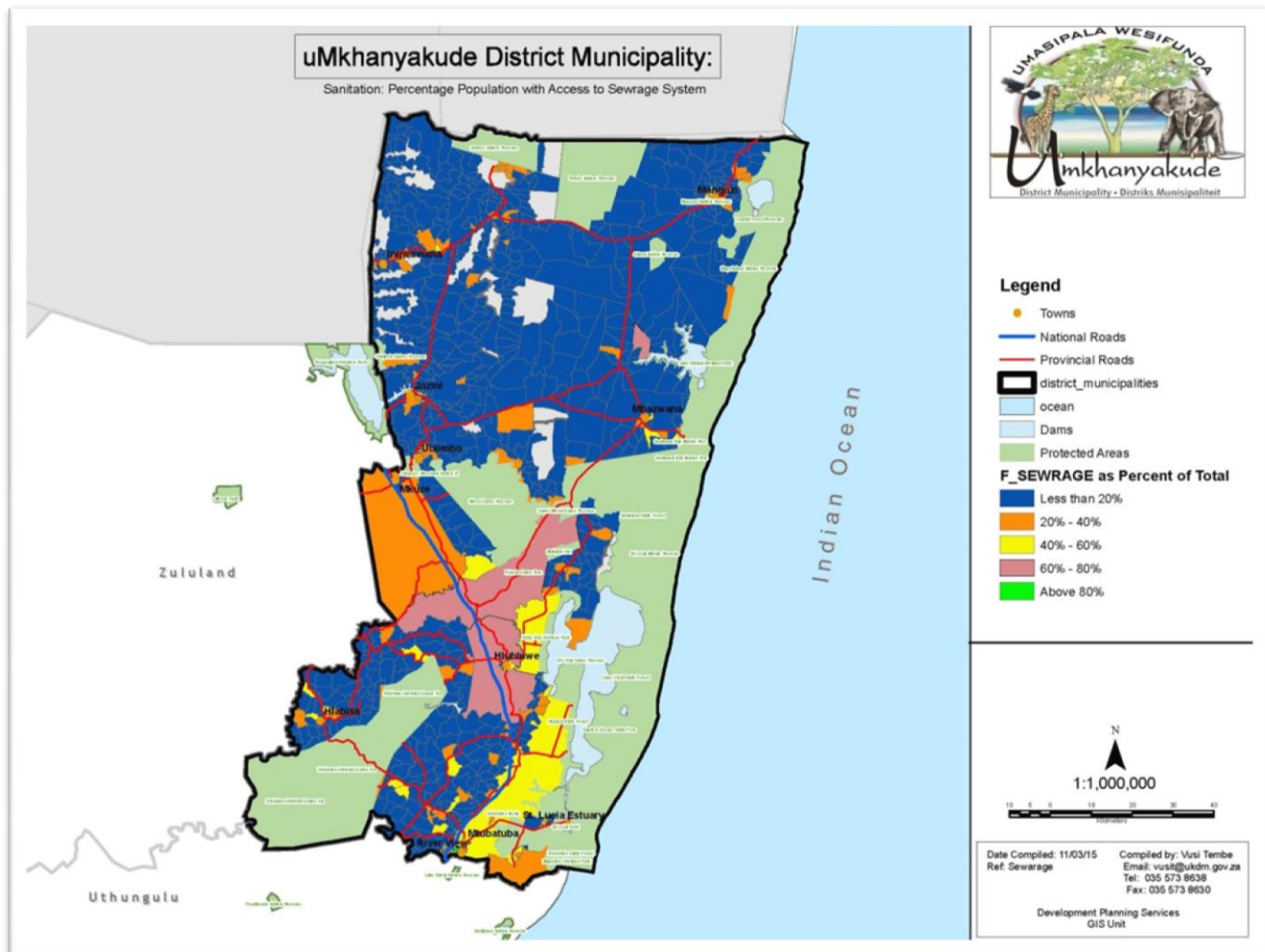
Community Survey (2016)

In the 1996 Census, Mtubatuba Municipality accounted for 62,8% for the households using flush or chemical toilets of the entire Umkhanyakude District. However in 2001 it accounted only 34.6%, while in 2011 Census it recorded 27% of households using flush toilets. This indicates that Mtubatuba has been stagnant in providing flush toilets to its households while other municipalities within Umkhanyakude have continued to provide flush or chemical toilets. Households who are still using Pit Latrines in 2001 were 8 863 while in 2011 the number has increased to 13 793. Those households who do not have access to any of the two have decreased by 3 255 in 2011 to 6 458. The District municipality has sanitation plans to decrease the backlog which are outlined in the Projects Section of this document. The Community Survey (2016) revealed that the Mtubatuba municipality accounts for 30% of households with flush toilets, an increase since 2011. Ecological Toilets refer to urine diversion or enviroloo. The provision of toilet facilities has improved in the Municipality since 2011.

Sanitation Challenges

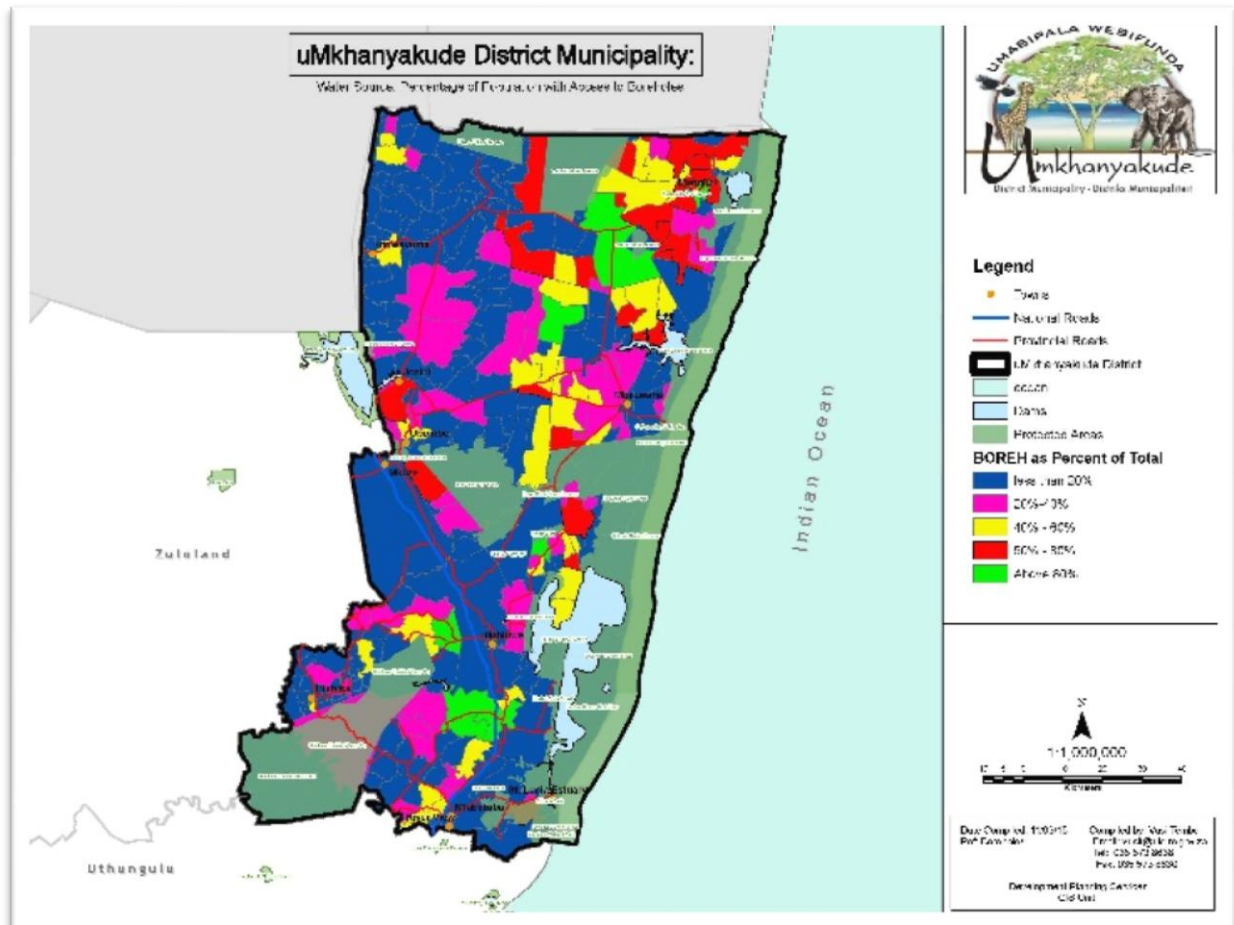
The majority of Mtubatuba Municipality residents indicated that they do not have access to ablution facilities. Provision of sanitation facilities within Mtubatuba municipal area should be prioritised by the service authority in order to reduce the backlog.

Map Showing Percentage of Population with Access to Sewerage Systems

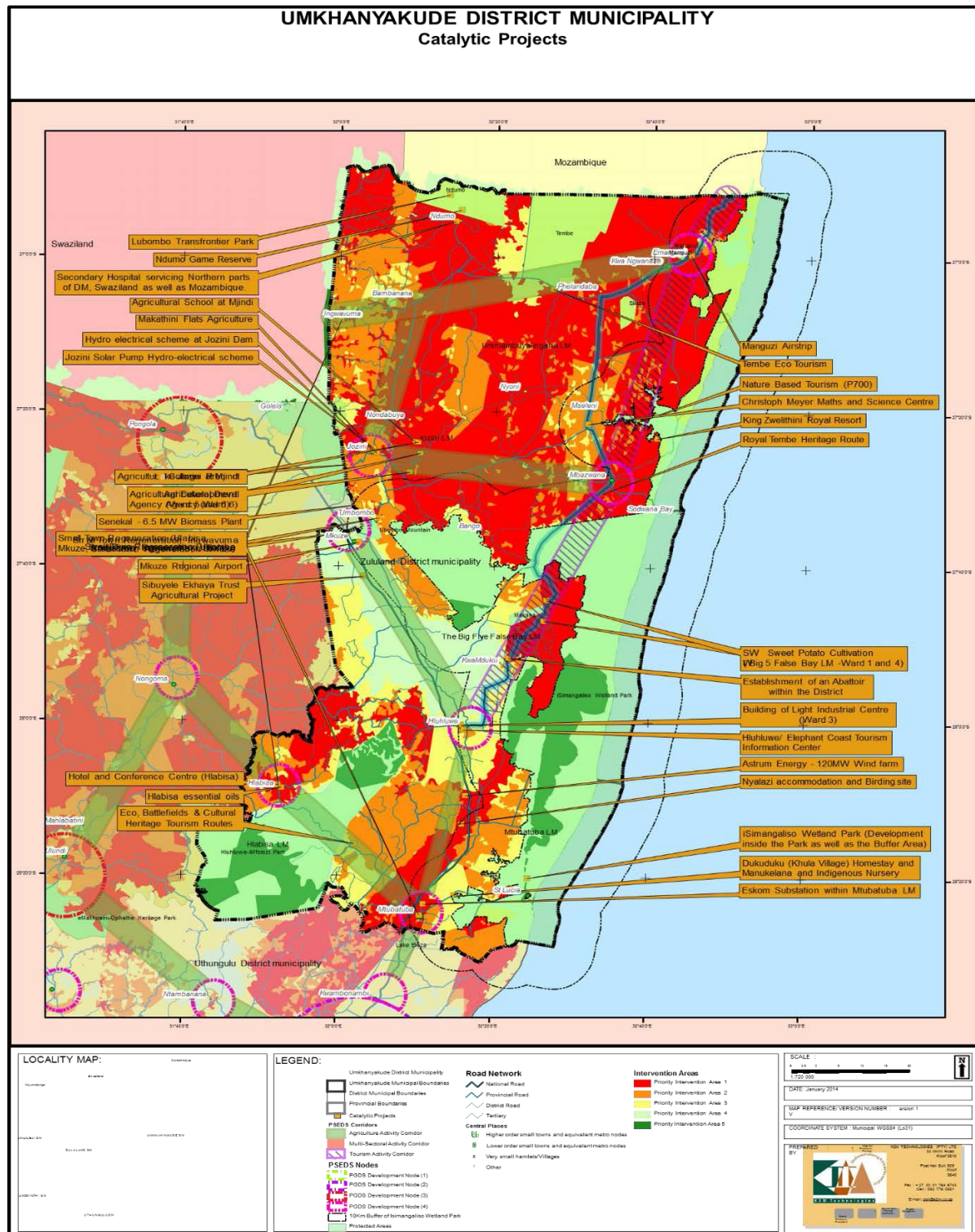


6.1.12 Proposed Water Projects Map

Map Showing Proposed Water Projects



6.1.13 Proposed Projects for Water and Sanitation Projects Maps

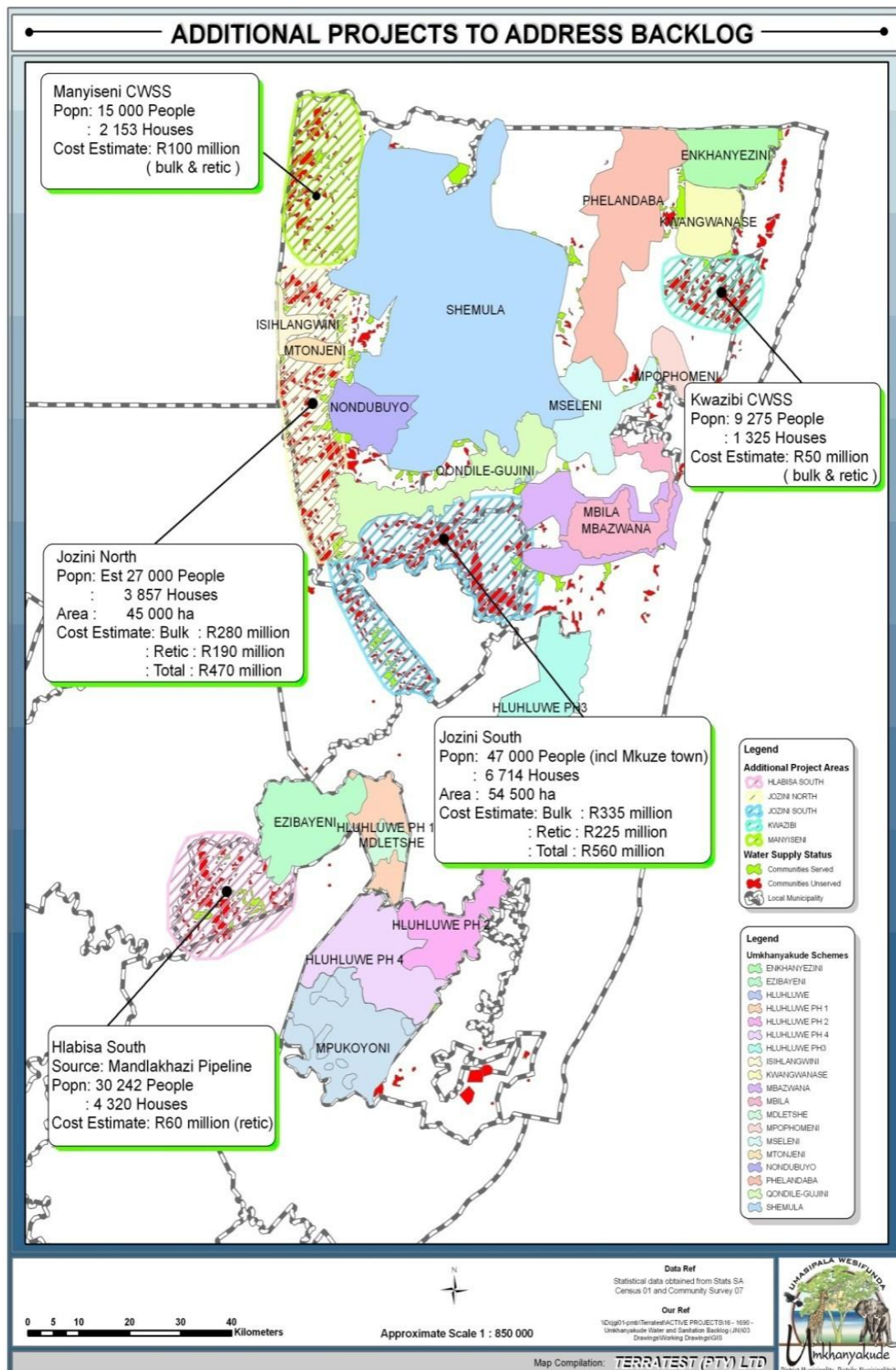


Map Showing Conceptual Plan for Regional Bulk Supply

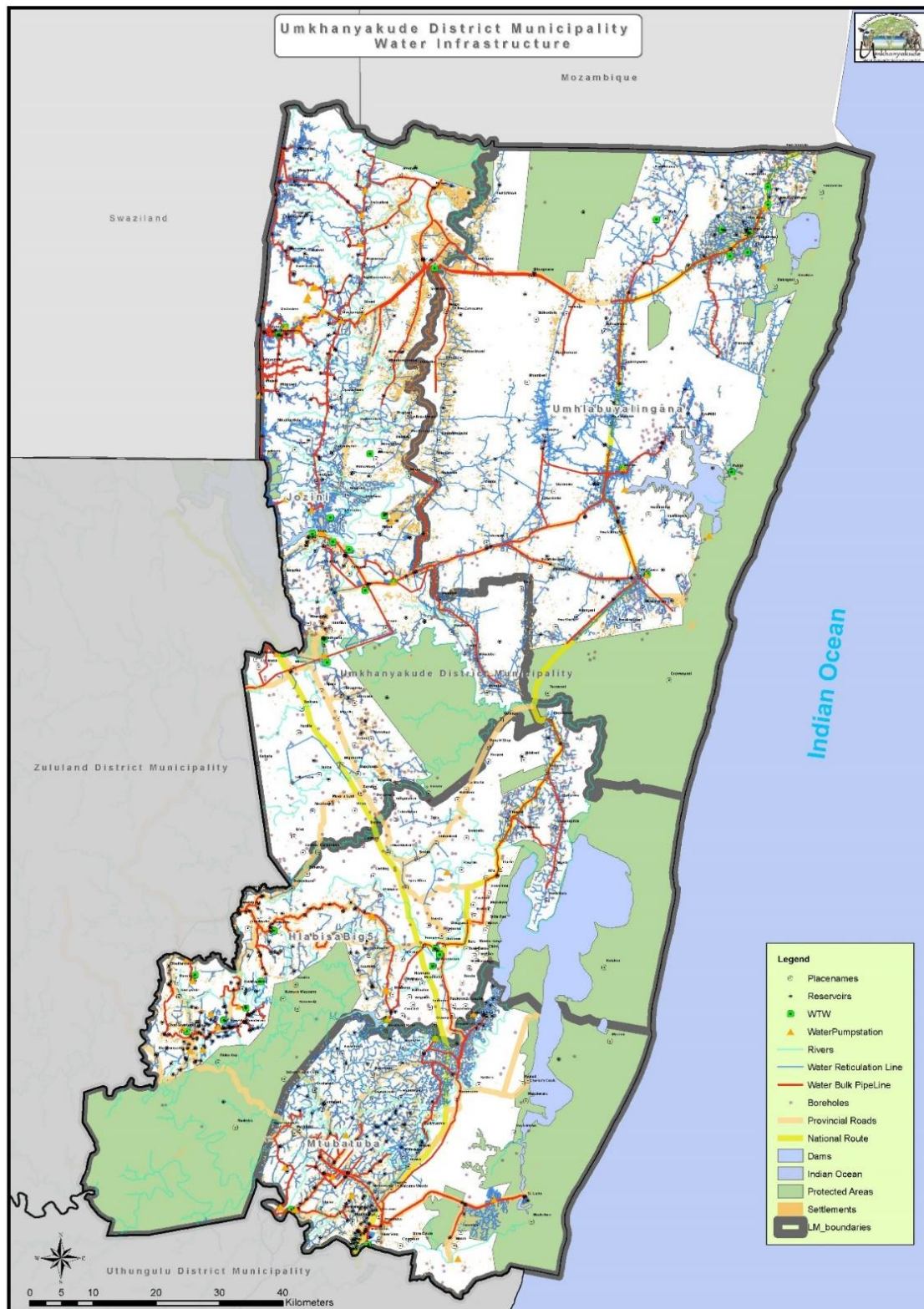


Additional Projects to Address Backlogs

Map Showing Additional Projects to Address Backlogs



Map: Showing Water Service Lines within the District



6.1.14 Municipal Co-ordination of Development Activities

Mtubatuba Municipality has endeavoured to co-ordinate its developmental activities with relevant sector departments and service providers. Working from the premise that the primary role of the Municipality is to facilitate the delivery of services to its communities, it is crucial for the Municipality to understand the extent to which households in its areas of jurisdiction have access to the various services that are essential for the livelihood.

The Umkhanyakude District Municipality has established a Technical Infrastructure IGR in which all technical directors of the local municipalities partake and interrogate issues that pertain to water and sanitation.

6.2 Solid Waste Management

6.2.1 Waste Collection Services

Waste in South Africa is currently governed by means of a number of pieces of legislation, including:

- The South African Constitution (Act 108 of 1996)
- Hazardous Substances Act (Act 5 of 1973)
- Health Act (Act 63 of 1977)
- Environment Conservation Act (Act 73 of 1989)
- Occupational Health and Safety Act (Act 85 of 1993)
- National Water Act (Act 36 of 1998)
- The National Environmental Management Act (Act 107 of 1998)
- Municipal Structures Act (Act 117 of 1998)
- Municipal Systems Act (Act 32 of 2000)
- Mineral and Petroleum Resources Development Act (Act 28 of 2002)
- Air Quality Act (Act 39 of 2004)
- National Environmental Management: Waste Act, 2008 (Act 59 of 2008)

Mtubatuba Municipality has the prerogative to ensure that all waste related legislation are complied with whilst delivering the service of waste collection and disposal, serious strides have been made towards compliance as far as most of the abovementioned legislations are concerned.

6.2.2 The Status Backlogs, Needs and Priorities for Solid Waste Collection, Removal and Disposal

Only 13.3% of the Mtubatuba Municipality was provided with refuse removal services in 2011. This is an indication that the Municipality is not well provided with refuse removal facilities. According to this table, there is very little improvement as there is an improvement of 2% since 2001.

Table Showing Distribution of Refuse Removal – Since 2001 to 2011 and 2016

Municipality	Removed by Local Authority/Private company			Communal/Own Refuse Dump			No Rubbish Disposal		
	<u>2001</u>	<u>2011</u>	<u>2016</u>	<u>2001</u>	<u>2011</u>	<u>2016</u>	<u>2001</u>	<u>2011</u>	<u>2016</u>
UMkhanyakude	7 397	13 443	7443	65 579	96 089	125859	28 587	15 989	13184
Mtubatuba	2 812	5 118	3630	18 505	25 105	37122	3 508	3 448	951

From 2001-2011 the Municipality provided refuse removal services to only 14.7% of its total households. There is an increase in the population and a recorded decrease in refuse removal by Local Authority or private company. There has been an increase in households that undertake communal refuse removal or use their own dump sites. However, there is a significant decrease of 27.5% in the population without access to rubbish disposal services since 2011.

6.2.3 Ownership of Waste Disposal Sites

Currently, the Municipality has 2- landfill sites that are operating legally. The Municipality is looking at putting in place systems to divert waste from landfills for recycling purposes. Currently the collection of recycled waste is done informally. The following projects were planned in the 2018/19 financial year:

- Operational, Maintenance and Transportation of Waste from Nordale Waste Disposal Site to Uthungulu;
- 48 Tonage certificates obtained from uThungulu Regional Landfill Site by 30 June 2018 and 4 Quarterly Reports are prepared and submitted on Operations and Maintenance (volume and classification of waste);
- Monthly Reports on Refuse Removal submitted; CBD (5 X per week), business premises (2 x per week) and Household (1 X per week); and
- Distribution and collection of Refuse Bags to households.

6.2.4 The State of Waste Disposal Sites

Landfill sites are developed and managed by means of the Landfill Permit System, instituted in terms of the Environment Conservation Act (ECA) (Section 20 of Act No. 73 of 1989), which requires that Minimum Requirements are implemented and enforced. The Act states that no person shall establish provide or operate any disposal site without a permit issued by the Minister of Water and Environmental Affairs and subject to the conditions contained in such a permit. This applies to all new and operating sites. Un-permitted closed sites may be controlled in terms of Section 31A of ECA.

The permit holder/ land owner in the case of non-permitted sites is ultimately responsible and accountable for the landfill and any effect it may have on the receiving environment. He may appoint a Responsible Person to operate the site in accordance with the Minimum Requirements. The Responsible Person must be qualified to the satisfaction of the Department of Water and Environmental Affairs and must be capable of understanding and correctly applying the Minimum Requirements.

The Minimum Requirements for Waste Disposal by Landfill, second edition published by the Department of Water and Environmental Affairs in 1998, allows for different classes of landfill sites based on size, type and potential threat to the environment. Mtubatuba Municipality does not have a properly registered waste disposal facility which complies with the standards of the Department of Water and Environmental Affairs. The Municipality is currently operating one landfill site in Nordale (this site has licence for closure). A Landfill Site in St Lucia was closed on the instruction of the Department of Environmental Affairs due to its location within the wetland park and heritage site.

The current state of waste removal within the Mtubatuba Municipality shows that only 10.5% of the Mtubatuba Municipality is provided with refuse removal service (KwaMsane Township, Mtubatuba Town, Riverview and Nordale) and 14% of the population has no form of waste disposal and this is an indication that the Municipality is not well provided with refuse removal facilities. Furthermore, it is estimated that at least 74% of the community have their own refuse dump, which is not provided by the Municipality and less than 1% have its disposal removed either once or twice a week. The Municipality wishes to extend waste management services to non-serviced areas situated in rural areas. The Municipality is in the process of acquiring land for a new land fill site. The Nordale waste disposal site was granted a five-year lifespan as per the terms of the license.

6.2.5 Integrated Waste Management Plan

The Municipality has a council approved Integrated Waste Management Plan in place and is being implemented. However, the projects will be prioritized in the 2017-18 financial year.

6.2.6 Progress on Implementation of Integrated Waste Management Plan

There is considerable progress in regard to the implementation of the integrated waste management plan. Projects that have been prioritised during 2018/2019 are incorporated in the 2018/2019 SDIP for Community Services. Kindly refer to the Community Services SDBIP 2018/2019 for ease of reference.

6.2.7 Waste Diversion

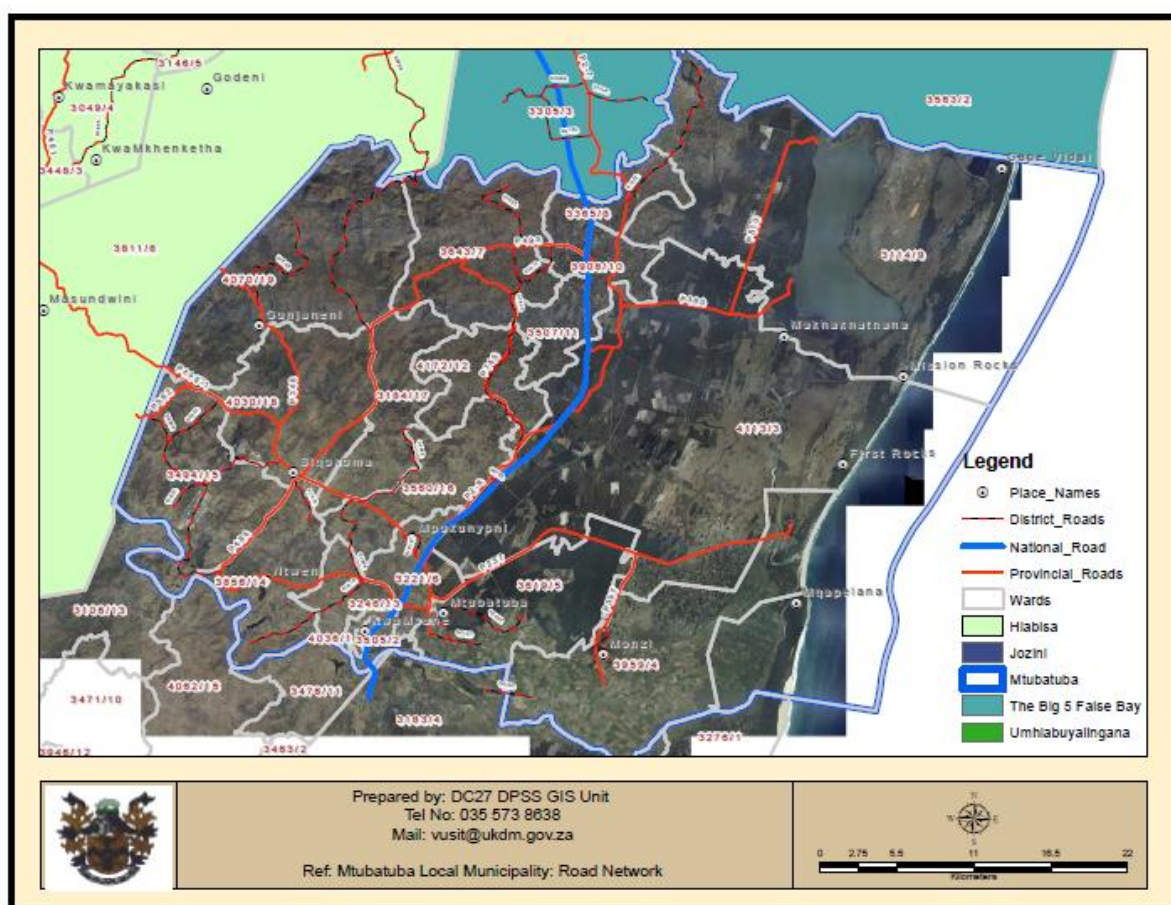
Mtubatuba Municipality has considered and recognised the immense potential value that is derivable from waste diversion. The Municipality has thus decided to explore this potential by, *inter alia*, developing a system for waste recycling to Khula Buy Back Centre. It is envisaged that in line with the spirit of waste diversion, the following shall form part of the processes: waste recycling, waste reduction, waste re-use and separation of waste products. Waste diversion shall ensure a longer term for the landfill sites.

6.3 Transport Infrastructure

6.3.1 Existing and Future Transport Infrastructure

The surrounding towns, national and major district routes are depicted on the map below.

Map Showing Major Distribution Road Network



Roads

The roads hierarchy within the municipal area can be divided in three major categories, including National roads; Provincial roads; and District and local roads. The primary routes include the national routes that exist within the area and few strategic provincial routes. The secondary and tertiary routes are mainly the provincial and district roads that exist within the area. The road networks provides an important social and economic infrastructure crucial for the flow of goods and services and therefore to the general development of the Municipality.

National Roads

The Mtubatuba Municipality enjoys easy access to the N2 national road, which cuts the Municipality almost in half with the Mpukunyoni Traditional Authority area being on the west, while the traditional Mtubatuba Municipal areas is on the eastern side.

N2 is a primary transportation corridor that links the Municipality with other local municipality, other regions within the province of KwaZulu-Natal. Similarly, N2 links Mtubatuba with Richards Bay and Durban, which provides major gateways to export markets.

Provincial Roads

Mtubatuba boasts the key provincial main road linking N2 and other strategic locations:

- P237 provides a linkage between Mtubatuba, St Lucia and Eastern shores;
- P397 links St Lucia, Mtubatuba through Monzi to the Mfolozi river in the south. It also provides a potential future link to Mapelane;
- P396 links areas in the south including Riverview across the Mfolozi river to Eteza;
- Another important road is P380 and P510, provides access to Charter's Creek and Fanie's Island area on the St Lucia lake;
- P235-1 and (484 main roads link Mpukunyoni Traditional Authority area with the broader Mtubatuba Municipal area.

District and Local Roads

The road network in the municipal area is very poor and most areas are inaccessible during rainy days (roads are slippery). Most access roads have no gravel and even the roads with gravel, there is no or lack of maintenance. Some members of the community have to leave their vehicles far away as they cannot access their places of residence due to slippery surfaces. This poses a serious challenge in terms of motor vehicles being vandalised or stolen because of poor road conditions.

The Mtubatuba municipal area has large rivers such Mfolozi, Nyalazi etc. and communities in close proximity to these areas find it difficult to connect because of lack of bridges or causeways to cross the rivers, especially when there is rain.

6.3.2 Institutional Responsibility for Transport Infrastructure

The institutional responsibility for transport infrastructure is categorized as national, provincial and local on maps. The KZN Department of Transport has a Rural Road Transport Forum Structure that works together with the Municipality in planning their programmes and projects. The Review of the Road Maintenance Plans of DoT, DM and Mtubatuba Local Municipality is done in order to ensure a well maintained road network, improved accessibility and full alignment. The RRTF members also participate in municipal meetings. The Department of Transport provides the Municipality with its 3-year programme for implementation for inclusion in the IDP.

6.3.3 Responsibility of the Provision of New Roads and Related Facilities

Mtubatuba Municipality has a plan in place for the provision of new roads and related facilities. In addition to the aforesaid plan, the Municipality has an Operational and Maintenance Plan to cater for both existing and new roads as well as public transport to include taxi ranks, bus stops and storm water drainage.

6.3.4 Plan for the Provision of New Roads, Operations and Maintenance for Existing and New Roads

Mtubatuba Municipality has a Comprehensive Infrastructure Plan which is a 5-Year Plan. The plan contains new roads and facilities, operations and maintenance plan for existing and new roads as well as public transport facilities. Fundamentally, this is the plan that informs the Municipality with regards to which projects require implementation.

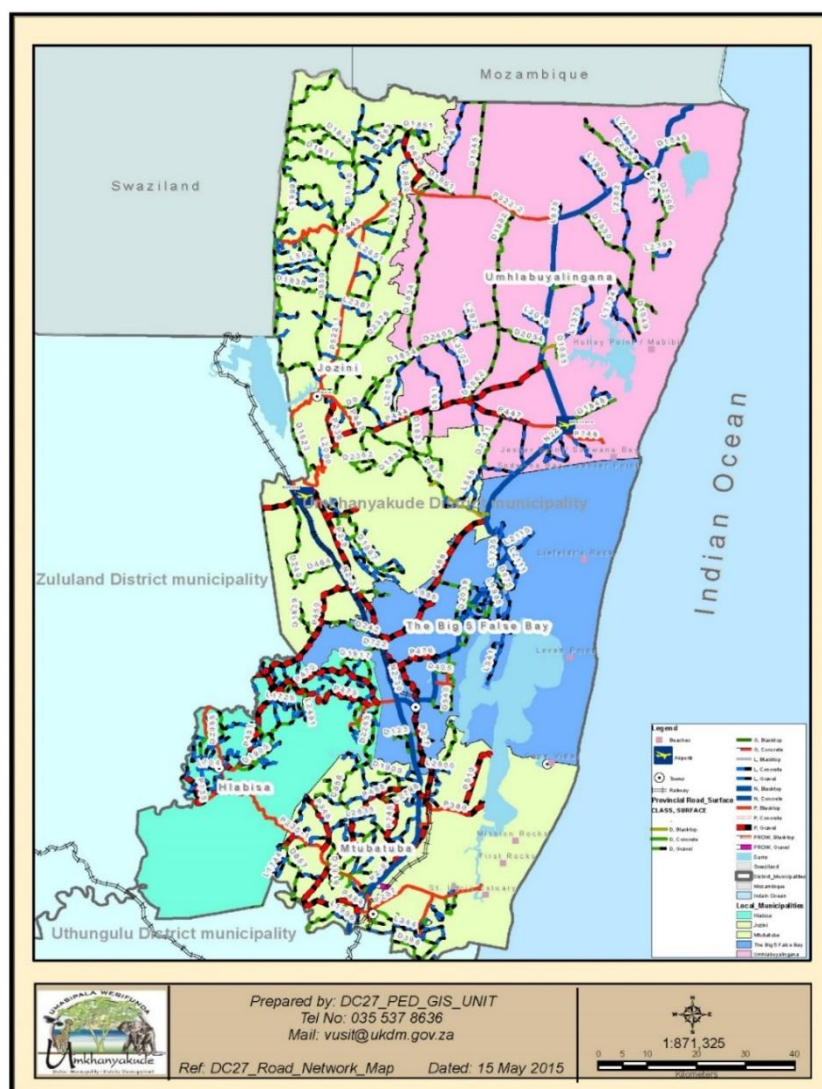
6.3.5 Integrated Transport Plan as Mtubatuba Municipality's Responsibility

Mtubatuba Municipality has the responsibility to implement the Integrated Transport Plan for the benefit of its communities although it does not have an Integrated Transport Plan in place yet.

6.3.6 Integrated Transport Plan Review

Mtubatuba Municipality does not yet have an Integrated Transport Plan (ITP) in place. To this end, therefore, the Municipality is liaising with the KZN Department of Transport for assistance in the preparation plan.

Map Showing Umkhanyakude Transportation Network



6.3.7 Link to the Integrated Transport Plan

The Municipality does not currently provide a link to the Integrated Transport Plan.

6.3.8 Transportation Analysis

The Provincial and National Route (N2) are the Primary transportation routes that traverse the Municipality to an east and west direction within the district. P235 Corridor is one of the new provincial northern east-west linkage which has been proposed to connect the Municipality with the surrounding municipalities such as Hlabisa and Nongoma Municipality. Communities at the outer-skits use P484 route which runs from Mtubatuba Town through Bhoboza via Isinamuva to Somkhele node. P495 development corridor is a continuation of P484 corridor. It runs from Somkhele Node in a north-south direction to Mfekayi Secondary Node. P2-7 runs almost parallel to the N2 and the railway line in a north-south direction. It serves the main access route to KwaMsane and connects this township to the surrounding areas such as Ndlovu Village.

6.3.9 Operations and Maintenance for Roads and Transportation

The Municipality has an operations and maintenance plan in place approved by the council and budgeted for. The IDP situational analysis is reflected via maps critical road, rail, public transport needs and linkages, as well as the status, of these (I e. Existing and upgrade needs, non-existent and those new needs that need to be developed).

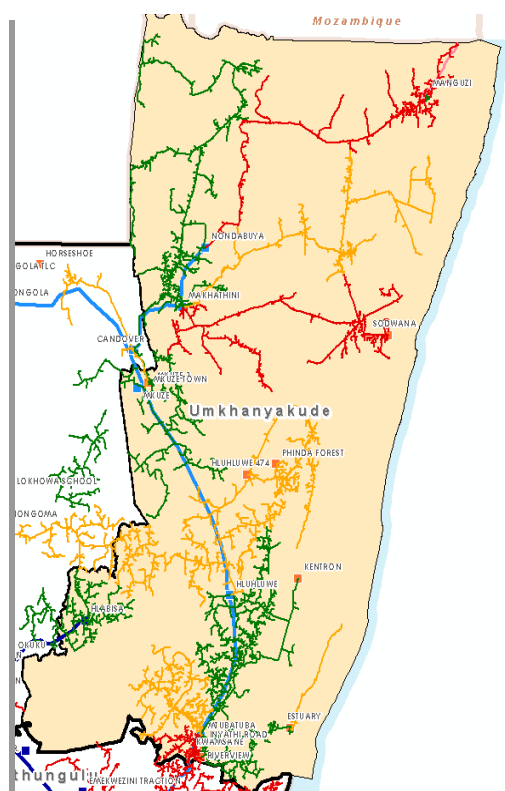
6.4 Energy

6.4.1 Electricity Energy Provider

While all formally developed parts of the Mtubatuba Municipality are supplied with reticulated electricity from the Eskom power grid (areas including Mtubatuba, St Lucia, KwaMsane, Riverview, Nordale, Khula Village and Monzi), the bulk supply has reached constrained levels (full capacity). It is expected therefore that the current state of affairs will restrict further development, unless bulk infrastructure is urgently upgraded. A separate document from Eskom showing backlogs, completed and planned projects is attached. The Municipality is considering to apply as an electricity provider.

Mtubatuba Municipality is the electricity/energy provider to its communities. Yet the source of electricity for Mtubatuba Municipality is via aa connection to the Eskom grid or non-grid electricity.

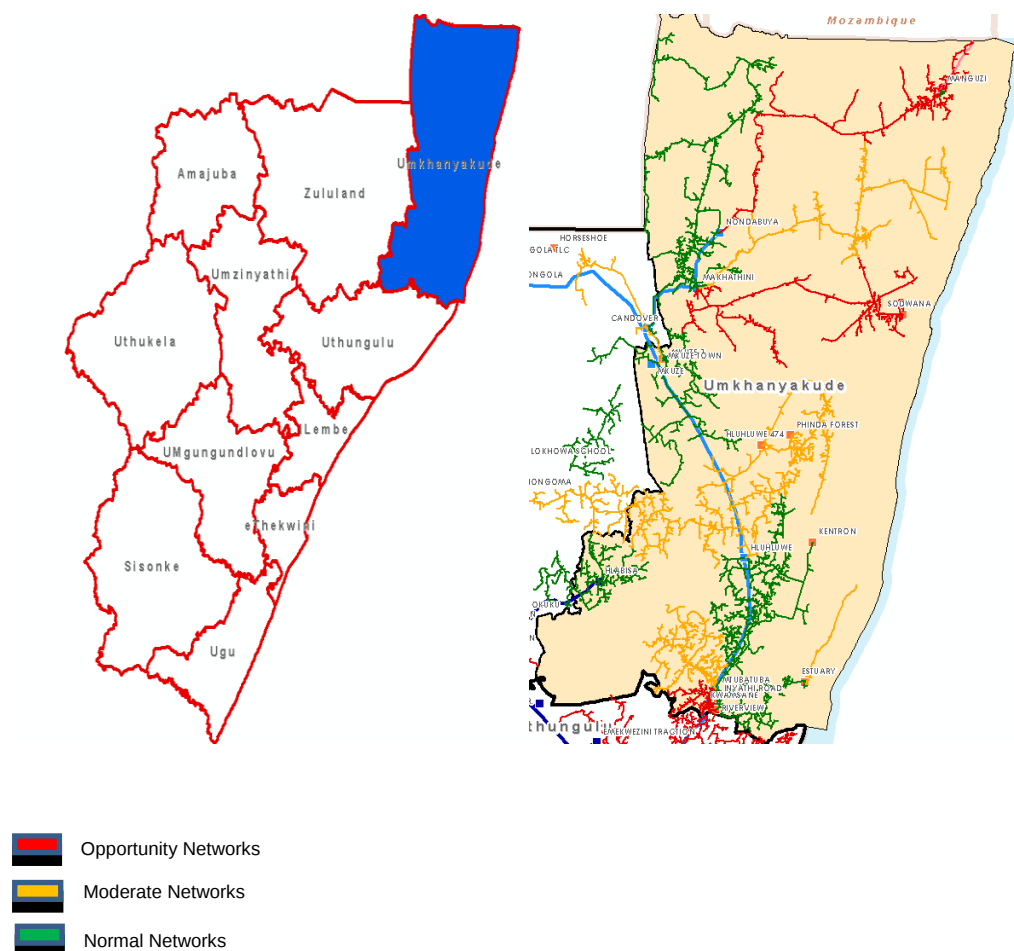
Map Showing Project Status: Sub-Transmission Strengthening Projects



#	Project Name	Current Form Status
1	Gezisa-Ndumo 50 km 132 kV line	ERA
2	Gezisa 132/22 kV Substation Est	ERA
3	Candover-Mbazwana 65 km 132 kV Wolf Line Est	DRA
4	Mbazwana 132/22 kV (1x20 MVA) SS Establish	CRA
5	Mtubatuba ST Lucia 132 kV line establish	CRA
6	St Lucia 132/22 kV SS establish	CRA
7	Gunjaneni 25 km 132 kV loop in loop out line in kingbird	DRA
8	Gunjaneni 20 MVA 132/22 kV Substation	DRA
9	Pongola-Candover km 132 kV Wolf Line Est	CRA

Project Status: Sub-Transmission Strengthening Projects

Map Showing Energy Projects - Sub Transmission Strengthening Projects



Current Projects 2016/2017

Municipality	Project Name	Project Type	Project Progress	Total Connections
KZ275 Mtubatuba	Mapheleni Phase 2& Ogengele	Households	In Construction	500
KZ275 Mtubatuba	Nyalazi Ext	Households	In Construction	300
Total				800

Proposed Projects 2017/2018

Municipality	Project Name	Project Type	Total Connections
KZ275 Mtubatuba	Opondweni	Households	479
KZ275 Mtubatuba	Esiyembeni	Households	250
KZ275 Mtubatuba	Dukuduku/ Khayelisha	Households	550
Total			13112

6.4.2 Energy Sector Plan

Mtubatuba Municipality's energy/electricity plan for 2018/2019 has been adopted by Council and shall be submitted to ESKOM in due course. Consequently, the energy/electricity services are being implemented in accordance with the said plan, taking into account the approved Budget.

6.4.3 Operations and Maintenance Plan for Electricity

An Operations and Maintenance Plan for Electrification has been drafted for implementation in 201/2019.

6.4.4 Schedule 5.B Projects (DOE Funding)

In line with the Electricity/Energy Plan, Mtubatuba Municipality shall receive funding for the implementation of electricity projects from the Department of Energy.

6.4.5 The Status, Backlogs, Needs and Priorities for Electricity/Energy Services

In 2001 only 45.6% of the population had access to electricity lighting, in 2011 there was a significant improvement of approximately 20% with access to electricity lighting accounting for 65.1%.

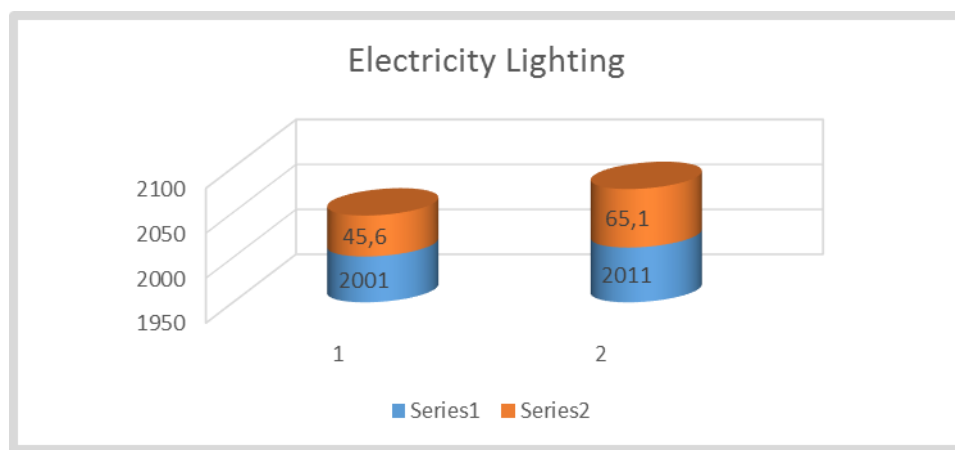


Table: Distribution of households using electricity for lighting, heating and cooking by municipality- 2001 and 2011, 2016

Table Showing Distribution of households using electricity for lighting, heating and cooking by municipality- 2001 and 2011, 2016

<u>Municipality</u>	<u>Lighting</u>			<u>Heating</u>			<u>Cooking</u>		
	<u>2001</u>	<u>2011</u>	<u>2016</u>	<u>2001</u>	<u>2011</u>	<u>2016</u>	<u>2001</u>	<u>2011</u>	<u>2016</u>
Mtubatuba	11 009	22 709	35808	6 875	15 074	22237	6 482	19 375	31498

In general, households using electricity within Mtubatuba Municipality has increased in lighting, heating and cooking.

The distribution of households using electricity for lighting from 2011 to 2016 has increased by 36.58%, households using heating has increased by 32% and for cooking an increase by 38%. While the Municipality has excelled in the distribution of electricity to its households, more needs to be done to address the backlog.

Bulk Electricity Infrastructure

While Mtubatuba Municipality has access to bulk electrical infrastructure within its area of jurisdiction, the electricity supply going eastwards from Mtubatuba town to St Lucia is recorded to be oversubscribed. Outages are being experienced on an ongoing basis by Monzi, Ezwenelisha, St Lucia and some sections of the Park. This state of affairs is particularly felt during the December holidays when the Park and St Lucia are often without electricity.

Similar challenges are reported for the KwaMsane Township area, where problems of electricity related to either lack of maintenance and upgrade which lead to power-outages are said to be costing residents thousands of rands each year.

Notwithstanding the above, good progress has been reported with regards to the increase in electricity connections. For example, while in 1996, household access to electricity connections was at a low level of 12%, which increased to approximately 45% in 2001, this has seen further increase to about 60% in 2009. This good performance is regarded as the biggest achievement in the infrastructural development within the Municipality.

Electricity Challenges

Electricity supply in the municipal area is improving however, interventions are still needed. The residents in the KwaMsane Township, for example have had numerous problems with the electricity ranging from lack of maintenance and upgrading of the obsolete infrastructure to power-outages that are costing consumers thousands of rands to repair electrical appliances, and in some cases causing damage to houses.

6.4.6 Municipal Co-Ordination of Development Activities

The Municipality has successfully managed to co-ordinate its developmental activities with relevant sector departments and service providers (Eskom and the Department of Energy). The primary role of the Municipality is to facilitate the delivery of services to its communities. It is therefore imperative for the Municipality to understand the extent to which households in its areas of jurisdiction have access to the various services that are essential for their livelihood.

6.5 Access to Community Facilities

6.5.1 Cemeteries

A feasibility study undertaken by the Municipality resulted in new land being identified for the establishment of a cemetery. The KwaMsane cemetery will be fenced in the 2018/19 financial year.

6.5.2 The Status, Backlogs, Needs and Priorities for Community Facilities

Health

Health considerations form an integral part of spatial transformation and settlement making in Mtubatuba. Provision of health facilities should consider, among other, public transportation and service thresholds, and be located close to activity areas and regular places of gathering. The location of preventively orientated health facilities, such as clinics, in association with primary and pre-primary schools, offers advantages. Preventive functions, such as inoculation and nutritional programmes are best delivered through schools. Where a multipurpose hall serves a number of schools, a clinic may be beneficially located within or adjacent to that hall.

In line with the national planning standards for health facilities, a clinic should be developed for every 6000 households or 5km radius where service thresholds allow. Deep rural settlements should be prioritized for mobile clinic services. Certain parts of Mpukunyoni appear to be poorly provided with such facilities, but do not make sufficient thresholds in this regard. Lower standards should be adopted in some areas as a means to improve access to these facilities. There is a shortage of health facilities in the Mtubatuba municipality. This includes hospitals and clinics

Community Halls

Both open-air public spaces and enclosed spaces such as community halls are important parts of social infrastructure. Community Halls are located in association with public spaces as this will allow for events in one to spill over into the other, or provide alternatives in case of weather changes. Community halls will be located in nodal points only and will be used as multi-purpose centres.

Halls should also be associated with other public facilities, such as schools and markets. Given the limited number of public facilities, which can be provided in any one settlement, it makes sense to concentrate these to create a limited number of special places, which become the memorable parts of the settlement. The number and location of meeting places cannot simply be numerically derived. Rather, it is necessary to create “forum” places, places that over time assume a symbolic significance outstripping their purely functional role. The Municipality will finalise construction of the Kwa Msane civic centre in the 2018/19 financial year.

Education Facilities

The creation of environments, which promote learning, forms an integral part of the settlement-making process. In this respect, learning experience can be enhanced by integrating educational facilities with the broader settlement structure. This can be achieved by locating schools, crèches and adult education centres close to places of intensive activity. The concept of the specialized self-contained school, accommodated on a spatially discrete site and serving only its pupil population, needs a rethink. Schools should be seen as resources serving both pupils and the broader community. In this regard schools can accommodate the school population during the day and, where possible, adult education during the evenings. Similarly, halls and libraries can serve the school population during the day and the broader community during the evening, ensuring 18-hour usage of facilities.

The need for informal school play space can be supplemented by public space adjacent to which the school is located. Formal sports fields can serve both the school and the broader community. In terms of their location, schools should be part of an accessible, settlement-wide system of education facilities. Accordingly, they should be located close to continuous public transport routes. This will make schools sustainable over a longer period, since they will draw pupils from a larger area, thus becoming less susceptible to fluctuations in the local population.

Libraries

The Municipality has 3 libraries in Mtubatuba Town, KwaMsane Township and St Lucia. The services provided are free internet access, free basic computer training, toy and gaming library, photocopying, printing, scanning and services for the blind. The Municipality also conducts outreach programmes quarterly. The Municipality has formed a partnership with UNISA to help distance learners. The municipal libraries open six days a week (from Mondays to Saturdays).

The Movement Network and Public Transport

Movement should not be seen as a separate element but as an activity, which occurs within social space. The degree to which it dominates space varies significantly depending on the type of settlement. Public transport is essential in areas that are characterised by low levels of car ownership such as rural Mtubatuba. As far as possible, transformation of rural settlement into sustainable human settlements should support public transport. Well-located and highly accessible settlements should be allowed to expand and increase in density in order to create sufficient thresholds to support public transport and public facilities.

Higher densities have potential to increase the viability of public transport and should be encouraged along public transport routes. This is critically important as it promotes concentration of activities and gives effect to the notion of nodal development. There is a strong ordering dimension to movement. At all scales, it is necessary to maximise continuities of movement, as this promotes choice and integration. Land uses should be able to respond freely to movement patterns as this encourages diversity and a mix of activities. The Mtubatuba municipality will commence with the construction of a Driving License testing centre in the 2018/19 financial year. The Municipality seeks to develop obtain approval for the 2018/19 financial year, the the DLTC construction specification by-law.

6.5.3 Municipality Co-Ordination of its Development Activities

The Municipality has established an infrastructure committee that deal with all issues relating to infrastructure development so as to co-ordinate the infrastructure projects, challenges and come up with solutions. The committee meets on a quarterly basis and is comprised of relevant service providers such as Department of Sports, Department of Health, Department of Education etc.

6.6 Human Settlements

6.6.1 Mtubatuba Municipality as Housing Developer for Human Settlements

The KwaZulu Natal Department of Human Settlements requires municipalities to prepare the Municipal Housing Sector Plans. This is done against the backdrop that human settlements is a local function, yet it is dependent on bulk infrastructure, co-ordinated and implemented at the district level. As a local municipality, the Municipality is thus the developer for human settlements.

6.6.2 Housing Sector Plan

The Municipality has a draft Housing Sector Plan in place which was reviewed during 2017/2018 financial year for implementation in 2018/2019 financial year and beyond.

6.6.3 Alignment of Housing Sector Plan to KZN Human Settlements Spatial Master Plan (2030)

The reviewed Mtubatuba Housing Sector Plan has taken into cognisance the KZN Human Settlements Spatial Master Plan and the alignment thereof. Led by the KZN Department of Human Settlements, the Spatial Master Plan shall involve sector officials and practitioners to create a coherent and all inclusive MSP approach, specifically tailored for the Province of KwaZulu Natal. The plan is set to become the underpinning design for all human settlements endeavours in the region. The MSP has identified the key focus areas for the prioritised investment based on housing needs and demands, population and infrastructure capacity of those areas.

6.6.4 Housing Chapter Highlighting Housing Needs and Planned Projects

The Housing Chapter provides guidelines that recommend the IDP process and activities that form part of the analysis thereof. The guidelines include the following:

- An analysis of service gaps and resource potentials;
- A participatory-based community and stakeholder level analysis;
- Cross-sectoral municipality-level analysis in respect of (a) economic, (b) environmental, (c) institutional, (d) spatial and (e) socio-economic matters;
- The prioritisation of issues; and
- An in-depth analysis of issues.

This is the process that shall ensure that issues that impact on the development of the Municipality can be identified and explored. It is therefore safe to hold that the IDP has incorporated the Housing Chapter as recommended and envisaged by Part 3 of the Housing Code.

6.6.5 Existing and planned Housing Projects

The table below shows the Department of Human Settlements approved projects for Mtubatuba Municipality. Some of these projects are completed, some are at planning phase while some are being implemented

Table Showing On-Going and Planned Projects

Project Name	Project Type	No. Of Units	Milestone	Budget 2017/18
Zamimpilo	Rural	850	Feasibility	R0
Masibonisane	Rural	850	Feasibility	R0
Nyalazi	Rural	850	Feasibility	R0
Nkundusi	Rural	850	Feasibility	R0
Siyathuthuka	Rural	850	Feasibility	R0
Shikishela	Rural	850	Feasibility	R0

Table Showing On-Going and Planned Projects

Project Name	Project Type	No. Of Units	Milestone	Budget 2017/18
Nkodibe	Rural	850	Feasibility	R0
Crocodile	IRDP	500	Feasibility	R0
Mtubatuba Phase 2	IRDP	700	Feasibility	R0
Mtubatuba	CRU	300	Not Yet Started	R0
KwaMsane	CRU	300	Not Yet Started	R0
Nordale	FLISP	320	Not Yet Started	R0

Table Showing On-Going and Planned Projects

Mtubatuba OSS & Disaster		Comments
Service Provider	Metroprojects	Further Details are obtainable in the combined District Status Quo Report.
Total Budget	R9 122 804.16	
No. of Beneficiaries	96	
Affected Local Wards	4, 7, 9, 10, 13, 14, 15, 16 & 18	

The number of formal dwellings in Mtubatuba municipal area of jurisdiction has increased from 59.9% in 2001 to 80.5% in 2011. The number of formal dwellings has increased by 75.2% in 2016. This may be attributed to the increase in government housing scheme as well as new property developments that have taken place in the past few years.

Table Showing Distribution of Households by Type of Main Dwelling and Municipality-2001, 2011 and 2016

<u>Municipality</u>	<u>Formal</u>			<u>Informal</u>			<u>Traditional</u>		
	<u>2001</u>	<u>2011</u>	<u>2016</u>	<u>2001</u>	<u>2011</u>	<u>2016</u>	<u>2001</u>	<u>2011</u>	<u>2016</u>
Mtubatuba	14 877	28 096	31439	819	1 394	1843	9 074	5 172	7442

Census 2011; Community Survey 2016

6.6.6 Level of Services and Backlogs

The housing backlogs for Mtubatuba municipality in 2011, according too the census was estimated at 8045. The amount of informal and traditional housing units has increased in the Municipality. The increase is shown in the table above. This Plan must attempt to address this abnormality in housing provision in the Municipality.

The Mtubatuba Municipality Human Settlements Plan is a **5-Year** plan, and the current housing backlog could be eradicated if the Municipality provides at least **1 610** units per annum based on the 2011 Census data.

6.6.7 Mechanisim for Co-Ordination of Housing Developments with the Service Providers/Authorities that Supply the Services

The Municipality has established an infrastructure committee that deals with all issues that pertain to infrastructure development so as to co-ordinate the infrastructure projects and challenges with a view to escalating solutions where necessary. Comprised of relevant stakeholders such as Eskom, Sector Departments, Umkhanyakude District Municipality and Mtubatuba Municipality, the committee meets on a quarterly basis.

6.6.8 Committed Funding for the Services in Support of Housing Projects

The Human Settlements projects have since been approved and budgeted for by the Department of Human Settlements while the District Municipality is also committing funds for the provision of bulk infrastructure.

6.7 Telecommunications

6.7.1 Status, Backlogs, Needs and Priorities

Table Showing Distribution of Households with a Radio, television, refrigerator, computer, Cell-phone, landline/telephone and access to internet by municipality- 2001 and 2011

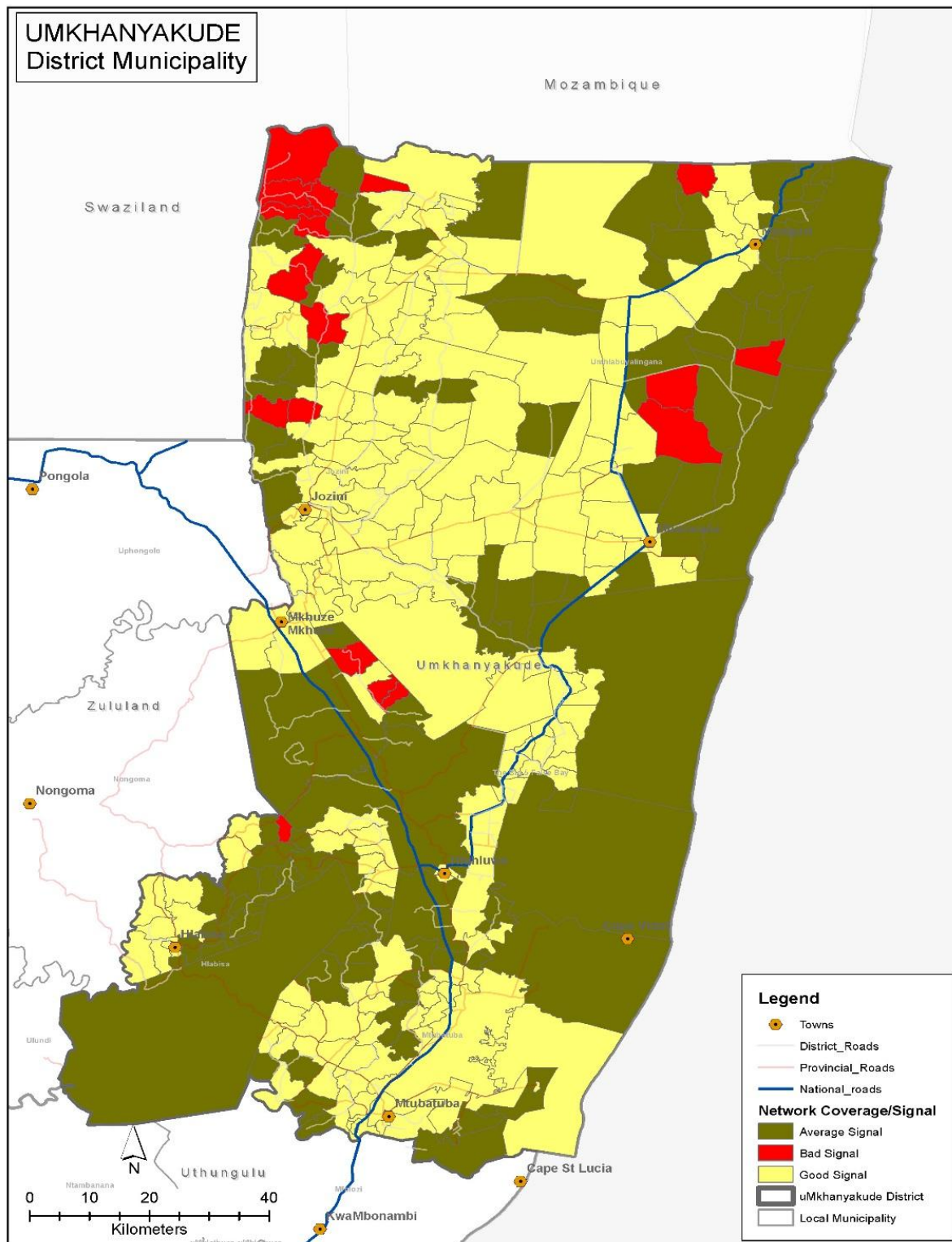
Municipality	Radio		Television		Computer		Refrigerator		Landline Telephone		Cellphone		Internet
	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2011
UMkhanyakude	75 983	86 777	21 971	55 338	1 029	6 837	24 619	52 081	5 903	4 198	20 368	110 674	32 613
Mtubatuba	19 732	22 530	4 692	11 928	144	1 311	4 755	9 555	1 480	647	4 285	28 320	7 466
Jozini	24 940	26 977	6 249	15 459	273	1 590	6 655	13 706	1 279	870	6 089	33 308	8 761
Big Five False Bay	4 275	5 453	985	3 191	109	554	1 115	3 069	357	303	1 243	6 975	2 326
Hlabisa	7 934	8 653	2 383	5 729	66	444	2 929	6 061	235	406	2 054	11 155	3 600

The Mtubatuba municipality has the highest number of people having access to internet, landline telephone, refrigerator and computer followed closely by Jozini Municipality. In summary, Mtubatuba has better telecommunitcations infrastructure compared to the other local municipalities within Umkhanyakude District.

Households' access to cellphones has increased dramatically between 2001 and 2011, as it can been seen from the table above that in 2001 there were approximately 6 700 people and in 2011 access to cellphones accounts for approximately 31 000 people. However, there are areas within the Municipality, such as Mvutshini etc, which still lag behind in terms of telecommunications and this needs to be addressed.

Map: Cell Phone Network Coverage

Map Showing Cell Phone Network Coverage



Source: STATSSA 2011 Census

Map Showing Access to Cell phones



6.8 Provision of Infrastructure Projects Relating to National 2018 and Local Government 2021 Elections

The Municipality has formulated 2017/2018 to 2022 IDP that has planned programmes and projects with a budget. This five-year plan has prioritized water, sanitation, electricity, housing, community facilities and access roads. Therefore, the Municipality's IDP has made provision for infrastructure projects relating to the National (2019) and Local Government (2021) elections. A copy of IEC infrastructure needs is annexed hereto for ease of reference.

6.9 Basic Service Delivery and Infrastructure SWOT Analysis

Table Showing SWOT Analysis for Basic Service Delivery and Infrastructure SWOT Analysis

STRENGTHS	WEAKNESSES
▪ Qualified and Skilled personnel ▪ Compliance documents are in place ▪ Adequate provision of essential services (Solid waste, Fire & Disaster Management)	▪ Poor communication with the public ▪ Shortage of staff ▪ Capacitation of staff ▪ Re-prioritization of funds
OPPORTUNITIES	THREATS
➤ Availability of land ➤ External Funding ➤ Public Private Partnership (PPP) ➤ Isimangaliso is geographically allocated within the jurisdiction of the Municipality	➤ Limitation of grants ➤ Community protests ➤ Poor communication with the district ➤ Poor road network

LOCAL ECONOMIC AND SOCIAL DEVELOPMENT ANALYSIS

7. LOCAL ECONOMIC AND SOCIAL DEVELOPMENT ANALYSIS

7.1 LED Defined

According to Trah *et al* (2007) LED is defined as an on-going process that joins together stakeholders and institutions from all spheres of society, the public and private sector as well as the civil society, work jointly to create a unique advantage for the locality and its firms, tackle market failures, remove bureaucratic obstacles for local businesses and strengthen the competitiveness of local firms.

7.1.1 LED Strategy/Plan

Mtubatuba Municipality appointed a service provider in March 2018 to assist the Municipality in developing the LED Strategy. While there is currently a Draft Strategy available, it is envisaged that the Final Strategy shall be complete by first quarter 2019. Annexed hereto, is a copy of the Draft Strategy for ease of reference. The LED Strategy review is pivotal to the Municipality to enable it to align its priorities with the National Development Plan, Revised KZN-Provincial Growth and Development Strategy (2035) as well as the Umkhanyakude District Growth and Development Plan.

The Strategy development process thus assisted with the identification of all key stakeholders who participated, including taking into cognisance of inputs from members of the public through the following platforms: stakeholder's engagement; surveys, LED Forum, business forum, co-operatives and SMME seminars to gain input. Fundamentally, the LED strategy also invariably includes the 2017/2018 MEC IDP recommendations for LED Key Performance Area.

7.1.2 Policy/Regulatory Environment

At this juncture, the Municipality has an Informal Economy Policy that encompasses policy regulating permits and zoning for street vendors. For augmenting the above-said, there is a Street Trading Economy Policy and Business Licensing Policy. The Informal Economy Policy endeavours to achieve the following goals:

- The fundamental creation of an economic environment which is conducive for sustainable economic growth wherein by-laws and/or regulations that are in conflict with the revised Provincial Growth and Development Strategy vision, Municipal and LED vision are duly amended.
- Mtubatuba Municipality intends, through this policy, to draw the informal economy towards an possible infusion with mainstream economy. Accordingly, the vulnerability and marginalisation of those who find themselves working in this sector might be curtailed.
- To endeavour to develop practical guidelines that would be supportive to the development of the informal economy; and
- To create mechanisms that shall support the informal economy.

The Mtubatuba Municipality's Investment Promotion Strategy is deemed fundamental for economic growth of the district in its entirety. Accordingly, Mtubatuba Municipality is in a strategically

positioned to drive investment promotion as the means towards creating an Ecotourism city and agri-processing hub for uMkhanyakude. To this end, the strategic partnership between Mtubatuba and Mhlosinga Development Agency is of paramount importance towards the realization of investment-oriented goals. It is regrettably noted however, that there is no Investment strategy in place to guide investment promotion and marketing of Mtubatuba as an investment destination of choice.

On the contrary, the Tourism activities in Mtubatuba and around iSimangaliso Wetland are well known. Yet the effort to attract investments to these tourism and agricultural activities still has to be structured and at arrive at a convincing level where the Municipality can expect immediate returns. Furthermore, the lack of investment promotion from the Municipality side can easily be attributed to a lack of defined economic purpose under which the LED unit was established. It stands to reason that the LED Strategy shall serve as a springboard for Council to re-focus its energies towards promoting the Mtubatuba Municipality area in its entirety.

Nevertheless, the Municipality has budgeted for the retention and investment policy for the financial year 2018/2019. The primary objective of the policy shall be to create and implement an investment incentive policy that shall serve as an integral vehicle to be utilised in harnessing competitiveness of the business environment to boost Mtubatuba Municipality as one of the most feasible investment destinations within the Province of KwaZulu-Natal. It shall provide the essential framework to position and intervene in improving the local business environment towards the retention of current investors and simultaneously attracting would-be investors to invest in Mtubatuba Municipality. Undoubtedly upon implementation, the retention and investment policy shall impact positively on profiling Mtubatuba Municipality as a strategic investment destination of choice.

Mtubatuba Municipality has since adopted the EPWP3 aligned policy. An underlying objective of the policy is to deliver to the Municipality measures for the identification of work that shall be deemed appropriate for classification under the EPWP. Using the very policy the Municipality shall be able to determine how much workers shall be paid for their services.

Mtubatuba Municipality has made an informed decision based on the national government initiatives that give priority towards the development of small enterprises by encouraging them to register in the Central Supplier Database (CSD) if they wish to do business with the state, including establishing a local register of all active SMMEs and Co-operatives, which database shall be subject to constant update.

7.1.3 LED KPA's Response to the NDP, PGDP and DGDP Priorities

New Growth Path (NGP)

The new growth path is a broad framework that sets out a vision and identifies key areas where there is potential for the creation of jobs. The new growth path is intended to address unemployment, inequality and poverty in a strategy that is principally reliant on creating a significant increase in the number of new jobs in the economy, especially in the private sector.

The new growth path sets a target of creating five million jobs by 2020. This target is projected to reduce unemployment from 25% to 15%. Critically, this employment target can only be achieved if the social partners and government work together to address key structural challenges in the economy.

The new growth path seeks to place the economy on a production-led trajectory with growth targeted in ten 'job drivers'. As a first step, government will focus on unlocking the employment potential in six key sectors and activities. These are:

- infrastructure, through massive expansion of transport, energy, water, communications capacity and housing, underpinned by a strong focus on domestic industry to supply the components for the build-programmes;
- the agricultural value chain, with a focus on expanding farm-output and employment and increasing the agri-processing sector;
- the mining value chain, with a particular emphasis on mineral beneficiation as well as on increasing the rate of minerals extraction;
- the green economy, with programmes in green energy, component manufacture and services;
- manufacturing sectors in IPAP2 and;
- tourism and certain high-level services.

National Development Plan (NDP)

The National Planning Commission (NPC) had developed the NDP vision for 2030 for South Africa. A *Diagnostic Report* was released in June 2011 and sets out South Africa's achievements and shortcomings since 1994. The central challenges identified are:

- Too few people work;
- The standard of education for most black learners is of poor quality;
- Infrastructure is poorly located, under-maintained and insufficient to foster higher growth;
- Spatial patterns exclude the poor from the fruits of development;
- The economy is overly and unsustainably resource intensive;
- A widespread disease burden is compounded by a failing public health system;
- Public services are uneven and often of poor quality;
- Corruption is widespread; and
- South Africa remains a divided society.

The commission believes that of these elements, two are of critical importance –too few people work and the standard of education available to the majority is poor. In reaction to these fundamental challenges, the NDP 2030 Vision spells out the key development areas which require focus. These are:

- Creating jobs and livelihoods;
- Expanding infrastructure;
- Transition to a low-carbon economy;
- Transform urban and rural spaces;
- Improving education and training;
- Providing quality health care;
- Building a capable state;
- Fighting corruption and enhancing accountability;
- Transforming society and uniting the nation.

Relevance to Mtubatuba LED:

Based on the guidelines provided by the NDP, the Mtubatuba LED needs to incorporate the key critical development focus areas relevant to LED listed herein-below:

- The creation of jobs through investment into key sectors;
- Ensuring the improvement of training and skills development;
- The transformation of rural and urban areas through LED interventions;
- Building the capacity of the Municipality to undertake LED;
- Ensuring a coordinated approach to LED.

National Framework for Local Economic Development

The newly developed National Framework for Local Economic development (2014 – 2019) provides a detailed understanding of Local Economic Development as a holistic system comprising a number of interdependent pillars. The 2014–2019 National Framework for Local Economic Development (LED) is intended as a strategic co-ordination, planning and implementation guide that provides and enhances a commonly shared understanding of LED in South Africa. Key challenges for LED in South Africa are identified as:

- Lack of agreement on the meaning of Local Economic Development
- Poor intergovernmental relations in Local Economic Development

- Inabilities to develop productive partnerships to maximise local competitiveness
- A Lack of clear communication and knowledge sharing
- Local Governmental capacity constraints
- Differentiated approaches to LED Support between large cities and poorer and smaller municipalities
- Funding for Local Economic Development Projects, particularly in municipalities that struggle for resources
- Poor Investment in Economic Information and identifying the strategic competitiveness of regions
- Lack of a dedicated focus on supporting the “Second Economy”

LED is neither dimensional nor sector-specific. The National Framework presents the following five pillars for sustainable Local Economic Development:

- Building a Diverse Economic Base;
- Developing Learning and Skilful Local Economies;
- Developing Inclusive Economies;
- Enterprise Development and Support; and
- Economic Governance and Infrastructure.

Relevance to Mtubatuba LED

On basis of the above, and as a local municipality with potential for economic growth and development, Mtubatuba LED has considered the following:

- A more aggressive approach to infrastructure development, and basic services delivery;
- Systematic efforts in marketing Mtubatuba as an economic destination;
- Engage National government as the custodian for labour regulations, as a pre-requisite to retain manufacturing enterprises in its locality;
- Build stronger partnerships with the private sector; and
- Sustain and implement land use regulations.

Industrial Policy Action Plan 2 (IPAP2)

In January 2007 Cabinet adopted the National Industrial Policy Framework (NIPF) which sets out the Government’s broad approach to industrialization. The implementation of the Industrial Policy was set out in the Industrial Policy Action Plan (IPAP), which was subsequently revised to incorporate a

longer-term 10-year view of industrial development, to form the IPAP 2. The analysis indicated that the following seven sets of policies are critical to achieve a scale-up of industrial policy and a shift towards strengthening the productive side of the economy in general. These policies are:

- Stronger articulation between macro and micro economic policies;
- Industrial financing channelled to real economy sectors;
- Leveraging public and private procurement to raise domestic production and employment in a range of sectors, including alignment of B-BBEE and industrial development objectives, and influence over private procurement;
- Developmental trade policies which deploy trade measures in a selected and strategic manner, including tariffs, enforcement and SQAM (standards, quality assurance and metrology) measures;
- Competition and regulation policies that lower costs for productive investments and poor and working-class households;
- Skills and innovation policies that are aligned to sectoral priorities; and
- Deploying these policies in general and in relation to more ambitious sector strategies, building on work already done.

Relevance to Mtubatuba LED:

Given the strong manufacturing base of the Mtubatuba Municipality, and the challenges that this sector has faced over the past decade, the LED Strategy should ensure that the following key focus areas are addressed and incorporated:

- Financing is made available for the expansion of real economic sectors;
- Leveraging of both public and private procurement; and
- Alignment of skills towards sectoral priorities and industry demand.

Although many of the intervention or policy areas identified within the IPAP2 generally fall within the National competency, the municipality must ensure leverage of the IPAP2 to make sure that the policies laid out in the IPAP2 are being practiced within Mtubatuba, and if not, must lobby with National government to guarantee that areas of disparity are addressed.

Provincial Policy

Provincial Growth and Development Strategy and Plan (PGDS and PGDP)

This PGDS provides KwaZulu-Natal with a reasoned strategic framework for accelerated and shared economic growth through catalytic and developmental interventions, within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments.

Attention is given to the provision of infrastructure and services, restoring the natural resources, public sector leadership, delivery and accountability, ensuring that these changes are responded to with resilience, innovation and adaptability. This will lay the foundations for attracting and instilling confidence from potential investors and developing social compacts that seek to address the interconnectedness of the Provincial challenges in a holistic, sustainable manner, whilst nurturing a populous that is productive, healthy and socially cohesive.

The PGDS aligns itself to the Millennium Development Goals (MDGs), the New Growth Path (NGP), the National Development Plan (NDP), as well as various other national policies and strategies. It identifies seven strategic goals, all of which have a direct bearing on economic development. They are:

- Goal 1: Job Creation;
- Goal 2: Human Resource Development;
- Goal 3: Human & Community Development;
- Goal 4: Strategic Infrastructure;
- Goal 5: Environmental Sustainability;
- Goal 6: Governance and Policy; and
- Goal 7: Spatial Equity.

Strategic Goals 1, Job Creation, deals directly with local economic development, and is of particular importance to the purposes of the current analysis. The key strategic objectives within this goal are:

- Unleashing the agricultural sector;
- Enhancing sectoral development through trade and investment;
- Improving the efficiency of government-led job creation programmes;
- Promoting SMME and entrepreneurial development; and
- Developing the knowledge base to enhance the knowledge economy.

In addition, other cross-cutting goals and objectives relate to the development of strategic infrastructure such as roads and rail, ensuring demand-driven skills development and training, ensuring efficient coordination between all developmental stakeholders, and promoting spatial equity through spatial concentration.

Relevance to Mtubatuba LED:

To this end, the Mtubatuba LED needs to ensure:

- A focus on development of key economic sectors (manufacturing, agriculture and tourism);
- Advancement of investment promotion and facilitation as a means to stimulate economic development;
- Development of SMMEs and promotion of entrepreneurship;
- Industry-driven skills development and training;
- Development of spatial concentration through use of nodal and corridor development; and
- Enhanced coordination between all stakeholders.

Provincial Spatial Economic Development Strategy (PSEDS)

The PSEDS provides a strategic framework, sectoral strategies and programmes aimed at a rapid improvement in the quality of life for the poorest people of the Province. It sets out to address the developmental challenges posed by these socio-economic contexts through a ten-year development plan. The PSEDS specific programmatic interventions are built around the particular nature of inequality and poverty in the KZN. There are several spatial considerations that will have bearing on this project. Notably the corridor development plan that currently by-pass the study area in its entirety. The successful implementation of the PSEDS is dependent on the implementation at local level (LED planning). Within the PSEDS, Mtubatuba is indicated as a secondary node within the hierarchy of nodes.

The objectives of the PSEDS may be summarised as follows:

- To identify development corridors and nodes in order to provide guidance as to the type of government interventions required and where these should be situated.
- Devise an objective criterion for geo-referencing and mapping the corridors, nodes, PSEDS regions and catalytic projects.
- Ensure stakeholder involvement in order to try and get their buy-in through workshops for the framework across all districts.

- Outline the roles and responsibilities of the various implementation agencies

There are nine (9) spatial principles of PSEDs, and they are described as follows:

- **Principle of environmental planning:** This refers to understanding and respecting the environment (i.e. the potential and vulnerabilities) when planning and implementing development initiatives. The PSEDs borrows from the research conducted by the PGDS on environmental sensitivity
- **Principle of Sustainable Communities:** This principle seeks to improve productivity and economic performance of all areas in the province. In this regard the PSEDs incorporates the findings of an analysis of Comparative Advantage.
- **Principle of spatial concentration:** This is based on the notion that development activities must leverage off existing concentration of activities and infrastructure in order to improve a community's access to social services and economic activities. In this area the second generation PSEDs does not have a hierarchy of nodes and corridors where large urban centres are prioritised but rather tries to identify nodes and link these to the appropriate interventions for that area.
- **Principle of local self-sufficiency:** This principle encourages development to be such that it discourages the need to travel as needs can be met locally. The "Local Relevance" nodes identified in this strategy seek to address this concern.
- **Principle of sustainable rural livelihoods:** This considers rural areas in such a way that decision makers adopt policies for sustainable livelihoods.
- **Principle of balance development:** This promotes the linking of economic activity nodes with areas of need.
- **Principle of accessibility:** This is clearly linked to transport planning and promotes the highest level of accessibility to resources, services, opportunities and other communities. The corridors identified in this strategy provide may be interpreted as high level suggests for transport linkages that may need enhancement but more importantly are a guide to the provincial transport authorities regarding projected future demands.

- **Principle of co-ordinated implementation:** This principle requires that all role players accept the interactive nature of their roles in the development agenda.

In the context of all the principles listed above, the PSEDs provide direction to the development of the economic development strategies at local government level throughout the province. Therefore, the PSEDs aims for the following outcomes:

- Interventions of the government become evidence based;
- The provincial government will provide an enabling framework for economic development;
- Greater involvement of the private sector as the development plans of the government are clearer;
- The economic development will take place within the intergovernmental framework and in the PSEDs is a guide for the prioritisation of investments in the province by both the public and private sector;
- The context of close cooperation other government departments and agencies;
- Economic development will support the economic, social and environmental goals and policies of the national and provincial government;
- That interventions going forward are implemented based on the projected economic impact on the local communities; and
- Alignment of initiatives by the various spheres of government and their agencies e. g proposed border development initiatives (DHA).

Relevance to Mtubatuba LED:

- The development of economic activity within a spatial context in Mtubatuba;
- The promotion of SMMEs and Cooperatives in the local economy;
- Ensuring the local community is involved at all levels of planning and that their concerns and suggestions are incorporated;
- Linking local development into larger regional planned initiatives to insure support;
- Focussing on local economic strengths as an initiation point for LED; and
- Promoting a supportive environment for LED in the municipal area.

KZN Industrial Development Strategy (IDS)

The IDS aims at developing KZN's manufacturing industry and related services. In doing so it sets out the short to medium term programmes that have been identified by the Department of Economic

Development to address these issues. Through the Strategy, it was identified that the Province needs to:

- Pursue policies designed to ensure macroeconomic stability, growth, low inflation and high employment to the extent possible;
- Increase emphasis on investment;
- Increase effective delivery of - skills, infrastructure, research and development, and innovation - especially vocational and scientific/technical education;
- Continue with its active industrial policy to protect and enhance modern manufacturing capacity but should also focus heavily now on re-organisation of agencies and resources in partnership with business and labour, for significant improvements in the speed and quality of implementation;
- Ensure funds be made available and administered appropriately, to fund the training and retraining of workers who have been made redundant or whose skills need updating.

The strategy seeks to increase the level of development diversity in the provincial economy. The Strategy identifies two critical issues which must form the overall focus of the Province in achieving industrial development, namely, productive growth and job creation. In order to achieve this, the human capital potential of the provincial economy will need to be further enhanced, thus sustainable sector development in less developed and rural areas is a priority.

Relevance to Mtubatuba LED:

In order for Mtubatuba to ensure alignment with the IDS, a number of strategies presented within the four key clusters, relevant to this LED Strategy, must be adhered to. These clusters and the strategies relevant to LED in Mtubatuba are detailed below:

Cluster 1 - Infrastructure development

- Road infrastructure (particularly development of connecting rural roads);
- Broadband roll-out;
- Spatial planning and identification and zoning of industrial land;
- Development of specific industrial parks and hubs;

Cluster 2 - Skills development

- Development of agribusiness incubators;

- The development, with the private sector, of a vocational lifelong training and education;
- The implementation of technical centres and hubs to improve local R&D and entrepreneur development in R&D (i.e. textile technology); and
- The development of highly focussed and targeted SMME training in partnership with the private and public-sector procurement programmes.

Cluster 3 - Sustainable jobs and entrepreneurial development

- Focus attention on community and small grower schemes;
- Small scale saw milling and charcoal production;
- Recycled paper and waste paper recovery;
- Implement a hawkers' cooperative for those who collect waste paper and formalise supply arrangement to large firms; and
- Develop linkages between agro-process activities in rural areas and larger wholesalers.

Cluster 4 - Productive growth

- Develop and implement investment plan for alternative energy;
- Focus KwaZulu-Natal on the automotive and M & HCV sub-sectors tooling needs;
- Upgrading of the KwaZulu-Natal white-goods industry to increase production and grow exports;
- Investment and production roll out plan for solar water heater manufacturing;
- Development of small scale mealie milling plants at rural hubs; and
- Investigate the production of specific high value niches for textile and clothing production.

KZN Investment Strategy

The KZN Investment Strategy was developed as to tool all stakeholders to assist in attracting and facilitating foreign and domestic investment in KwaZulu-Natal. The objective of the Strategy is to enable all stakeholders in the province to work together in promoting, attracting and facilitating:

- foreign and domestic investment;
- both of a public and private sector nature;
- into productive industries (income and asset creation);

- driven by the comparative advantages of the province;
- in order to stimulate job creation and income generation.

The key areas of focus of the strategy are:

- Improving structures and systems of investment promotion and facilitation, and working together;
- Attracting investment to meet job targets;
- Channelling resources to where they have the greatest impact (i.e. foreign countries, geographic areas, economic sectors);
- Ensuring that competitive advantages are utilised to the fullest and building on these;
- Alignment and integration with national, provincial and local policies, strategies and programmes (incl. Richards Bay IDZ, DTP);
- Maximisation of job creation and retention through business retention & expansion;
- Gaining optimal benefit from incentives such as DTI sector-based Incentives and service & utility incentives; and
- Public sector investment into infrastructure to lead the private sector (incl. rural and small towns).

Relevance to Mtubatuba LED:

The LED strategy for Mtubatuba must be developed with these above principles in mind, i.e. ensuring that the municipality creates a conducive environment to ensure effective promotion and attraction of investment, as well as efficient facilitation of investment. To this end, the LED strategy must:

- Make suggestions towards improving the business environment in Mtubatuba;
- Seek to improve coordination between key stakeholders who are required to work together to promote and facilitate investment;
- Identify key sectors and focus areas for inward investment (based on comparative advantages);
- Promote the sharing and development of research and information.

KZN Export Strategy

A Provincial Export Strategy was undertaken to identify the major challenges facing the province in terms export promotion and present implementable solutions to these challenges. The following are requirements identified by exporters as key to ensuring growth within the export market:

- Good communications;
- Cost-effective and reliable transport;
- Certainty that goods will be efficiently delivered across international borders to customers;
- Competitive pricing of the goods at destination through assistance with constraints;
- Efficient payments to exporters and access to finance for exports;
- Minimising of “red tape” associated with exports;
- Skilling for exports and training in reducing input costs;
- Smart export development, including spatial export development.

The strategy incorporates these elements into targeted programmes to provide exporters with assistance in the challenges they face. However, in order to successfully overcome these challenges and achieve the goals of the strategy, buy-in from all export stakeholders is required, along with recognition of the vital role external bodies such as national government and export councils play in creating an enabling environment for trade.

In response to this, the Strategy presents five key programmes:

- Programme No. 1: Enhancing the Export Climate and Competitiveness;
- Programme No. 2: Improving Market Penetration;
- Programme No. 3: Exporter Development;
- Programme No. 4: Export Promotion; and
- Programme No. 5: Export Strategy Performance Measurement, Management & Review.

Relevance to Mtubatuba LED:

In order to ensure the Mtubatuba LED is aligned with the relevant strategic programmes identified in the export strategy, the following key areas are of importance:

- Ensuring that there is a conducive business environment (minimise red-tape);
- Provision of the required bulk infrastructure;
- Efficient road and rail network;
- SMME and business development;
- Skills development and training;
- Promotion and facilitation of local exporters.

KZN Small Enterprise Development Strategy

The purpose of the Small Enterprise Development Strategy is to formulate a provincial wide framework that will assist in coordinating, orientating and guiding all small enterprise development programmes and related activities in the province of KwaZulu-Natal. Through this strategy, all stakeholders will be able to align their programmes and actions and therefore support and add value to the development of emerging small enterprises.

The key objective of the strategy is the implementation of a comprehensive and integrated programme for the development and growth of small enterprises in the province. This will be achieved by:

- Developing entrepreneurship skills;
- Facilitating easy access to local and international markets;
- Facilitating access to finance;
- Providing relevant and effective training to small enterprise operators, and
- Facilitating a mentoring and incubation programme for all small enterprises in KZN.

Relevance to Mtubatuba LED:

In this regard, the Mtubatuba LED must pay focus on:

- Ensuring that entrepreneurial skills are developed;
- Providing assistance and support to SMMEs in terms of access to finance and markets;
- Training and skills development of small enterprises.

The Mtubatuba Municipality's economy is driven through by the performance and the structure of the following sectors:

- Social services make the biggest contribution in the economy. While some of this indicates the positive contribution that is being made by the government in respect of the economy. It also indicates serious lack of productiveness and increased dependency on grants by the economy
- Agriculture is the second most dominant form of economic activity and the largest employer driven mainly through timber and sugar cane.
- Manufacturing is regarded as the third biggest contributor in the economy. This is characterised by uMfolozi Mill, which is part of Illovo Sugar limited.
- Mining – new Somkhele Coal Mine located in the Mpukunyoni Traditional Council area.

7.1.4 Spatial Referencing of LED Programmes/Projects

Some LED interventions and projects within Mtubatuba Municipality are geo-referenced while others are still be captured spatially. The spatial capturing process of LED projects shall be undertaken during the 2018/2019 financial year and will be done internally.

7.1.5 Identification of Beneficiaries

The beneficiaries have been well identified by the Municipality and the database is in place to include the SMMEs, Co-Ops, EPWP-and CWP beneficiaries.

7.1.6 SWOT Analysis for Local Economic Development

The Municipality relied on the SWOT Analysis to assess the local economy of Mtubatuba. It identified and analysed the key economic players and strong and/or weak networks. A stakeholder analysis that serves to depict potential networks, partnerships and resources that could be developed shall be provided. The SWOT analysis is annexed hereto at the end of the Chapter for ease of reference.

Table Showing SWOT Analysis for Local Economic Development

Strengths	Weaknesses
Well positioned tourists attraction areas Association with Isimangaliso Wetlands Park and the tourism activities anchored around this resource. Natural environment worthy of conservation. Strategic location within the elephant coast Good natural attractions Existing and functional LED forum Good relations with other government departments' e.g. Sugar cane processing plant. Multi-sectorial collaborations with NGOs and CBOs	Lack of Employment opportunities No comprehensive and co-ordinate social, and LED/tourism development strategy Lack of solid partnerships for tourism development Poverty and underdevelopment (poor access to basic services and public facilities) Lack of sufficient internal capacity to champion social development and LED programmes Social services backlog particularly in rural areas Lack of shelters/places of safety for people in distress Lack of sport and recreational facilities in rural areas
Opportunities	Threats
Eco-tourism activities and the associated routes N2 national/provincial corridor and trade route which carries both local and passing traffic. Location in relation to Isimangaliso Wetlands Park, and the surrounding eco-tourism	Ad hoc assistance from sector departments for social, tourism and LED Impact of global economic slow-down on investment and development in Mtubatuba. Economic Junk Status of South Africa

Strengths	Weaknesses
Regional access and connectivity along both north-south and east-west axis. Structures responsible for conservation and planning that operate within Mtubatuba. Provision of Multi-Purpose Centre for rural areas	

7.1.7 Strategic Programmes Responsive to the Comparative and Competitive Advantage of the Locality

Mtubatuba Municipality has taken upon itself to contribute towards the transformation of its local players by having a tailored programme to benefit them specifically. The programme comprises the local Community Tourism Organisations. The strategic geographic location of the Mtubatuba Municipality naturally boosts the tourism ventures in the area as the natural beauty and rich natural resources that abound in the area is unprecedented. The Municipality has identified some challenges that seek to hinder tourism development which became apparent during the development of its LED Strategy. The challenges are: and inadequate road infrastructure, lack of appropriate tourism sites; minimal private investment; lack of coordinated tourism development efforts; and poor marketing of facilities and destinations.

The following interventions form the Municipality's specific programme designed to economically transform the local tourism players:

- Setting standards for accreditation and grading of tour operators.
- Interventional measures to ensure realization of the recommendations above were proposed such as under mentioned programmes:
- Working in conjunction with relevant stakeholders to encourage the further development and upgrading of game reserves, dams and nature reserves;
- Establishment and marketing of arts and craft centres;
- Development of tourism information support facilities such as brochures, information offices, signage etc.;
- Hosting of LED/Tourism events;
- Upgrading local access roads;
- Marketing the area as a tourism and investment destination;
- Creating an authentic cultural experience;
- Creating awareness and capacitating previously disadvantaged communities;
- Co-ordinating efforts of tourism development.

Mechanisms to Expand Employment Opportunities in Agriculture

Production and Sale of Crafts

Both the home and veld offer opportunities for craft products that keep certain art-oriented persons busy. It all depends on the talent and enthusiasm of a particular artist as to what type of craft shall be produced.

Materials Used in Production

The following are the natural materials that are used by crafters/artists in production: wood and *ikhwani* (grass), *incema*, beads, seeds, skins and feathers of wild animals and birds. While the forest offers an abundance of natural material ingredients, there are those that are purchased in Mtubatuba markets. Interestingly, some crafts are bound to be seasonal as for example *ikhwani* is plentiful during the summer season.

Agriculture, Agro-Processing and Forestry

Most of the commercial agriculture comprises sugar-cane farming and timber forestry plantations. The East and West of Riverview/Mtubatuba parallel to the uMfolozi River and Mfolozi Flats. In the Wet and East of Nordale across the main road leading up to St. Lucia are timber plantations spread out all the way Northwards along the railway line all the way to the former commercial state forest land. More commercial timber farming occurs between the N2 to the West close to the proclaimed boundary of iSimangaliso Wetlands Park which forms Mtubatuba Municipality's eastern boundary.

Significantly a considerable part of the forestry areas has been fenced in as informal "extensions" to the Park to extend the movement areas for the animals which are slowly being imported into it, as well as enhance and protect the drainage areas that are fundamental for the wellbeing of Lake St Lucia. Forestry companies operating in the area include Mondi and Siyaqhubeka.

Easily the most common small scale economic activities happening in Mpukunyoni consists of sugar-cane-out-grower scheme. Land parcels range from 2ha to 5ha, and largely occur in the form of dryland crop production. The farmers benefit through technical support that is provided by the Imfolozi Mill (Illovo Mill), which is not sufficient for them to develop further. Further development of these farmers would be easier and possible if the farmers established themselves as co-operatives. However, mechanisms need to be developed to enable the farmers to access micro finance.

The research conducted by Imfolozi Mill has identified the following areas as high potential for the sugar industry, viz; Nkundusi, Nqakwini, Ntondweni and Emadwaleni. The sugar Mill has put emphasis that should government make funding available these farmers will improve their yields significantly.

Subsistence Farming Production

The main crops grown are amadumbe, beans, bananas, potatoes, imbumbi (beans), sugarcane, gumtrees, pawpaws, avocados, peaches, litchis, mango. In addition to these crops, the women also farm bananas, bhatatas (sweet potatoes), onions, and cabbages.

Seeds are bought from Mtubatuba town and not from St Lucia, because it is expensive and seen to be for whites. The women noted that they have experienced a great deal of racial discrimination in St Lucia.

Crop Farming

Crops are grown along the Mfolozi River (at areas designated for crop growing –near the rivermouth which is very fertile) and at homesteads. There is also a communal garden and communal fields at D1 across the Mfolozi River. These are mainly used for growing vegetables, and are a new initiative by the residents on small scale plots.

Mtubatuba Municipality has an initiative aimed at reducing red tape in different sectors where specific mechanisms are designed to suit specific sectors e.g. informal trade red tape reduction surveys, contractors red tape seminars etc.

The adoption of the Informal Economy Policy has resulted in the design of a specific programme that is aimed at achieving the following goals:

- The creation of an informal economic environment that will be conducive for sustainable economic growth targeting the amendment of by-laws that are in conflict with the revised Provincial Growth and Development Strategy Vision, Municipal and LED Vision.
- Implementing support mechanisms for the informal economy.

There is a programme in place that is specifically poised for the benefit of vulnerable groups which are women, youth and disabled in the informal sector. The Municipal Scorecard is annexed hereto for ease of reference.

7.1.8 Job Creation

The National Development Plan sets the target for job creation at a total of 24 million jobs by 2030, with 13 million jobs thereof set to be created by 2010 and the remainder of 11 million 2030. Whereas Provincial Growth and Development Plan set its target at by 2035. In line with the above, Mtubatuba Municipality has thus set its own target at By 2035. The EPWP is underpinned by two fundamental strategies to reduce unemployment namely:

In line with the revised Provincial Growth and Development Strategy, the Municipality has put in place endeavours for specific skills development programmes earmarked for rural development that shall encompass crafts, agriculture (animal, plant production and agri-processing), sewing and

baking. These interventions shall enhance the potential for local enterprise to produce quality products and improve their own competitiveness.

The Municipality intends to promote permaculture practices specifically as it has the potential to increase production levels to enhance household food security. The Municipality views the concepts and skills of permaculture as important in raising awareness of the need to increase productivity in an environmentally sustainable manner. It is envisaged that supporting projects through training and the provision of inputs for permaculture practices and other appropriate agricultural practices for food production shall be sourced from the Department of Agriculture and Rural Development.

7.1.9 EPWP Indicators

The IDP has reflected consistent reporting with regards to work opportunities created across all the sectors on the EPWPs. Integrated grant spending is reflected in the IDP and it is in accordance with the provisions stipulated in the incentive grant agreement. On one hand, the EPWP contributed a creation of employment opportunities for 70 people during the 2017/2018 financial year which had a budget of R1 550 000.00. The total number of the people who benefited from the job creation initiative in this regard was 362. On the other hand, however, the CWP created Jobs.

7.1.10 Green Economy Initiatives

In line with the Provincial Growth and Development Strategy, Mtubatuba Municipality shall prioritise alternative energy projects and/or programmes to determine their feasibility as a reliable supply of energy. To this end, alternative energy supply or the green economy must become measurable in the PGDP with an institutional structure accountable to ensure that targets are met. To date Mtubatuba Municipality is the leader in the region in terms of applying green economy initiatives, this is apparent in the use of solar street lights and greening initiatives that use EPWP and labour-intensive programmes. Mtubatuba Municipality shall commit to COP21 agreement which commits more strongly to a green growth and embrace green economy opportunities.

Outcome: Creating a sustainable economic growth through green economy

Rationale for Intervention

South Africa has committed itself in reducing its emissions below a baseline of 34% by 2020 and 42 percent by 2025. “The approach to mapping out the transition to a low-carbon economy is informed by the need to reach broad consensus on the challenges and trade-offs involved in implementing South Africa’s climate policy” (NDP, Ch5). The transition to a low-carbon and resilient economy requires a capable state to lead, enforce the regulation of GHG emissions, and respond to the impacts of climate change. The transition to a low-carbon economy depends on the country’s ability to improve skills in the workforce, at least in the early phases of the transition.

Developing the Green Industries

The policy framework indicates high level of willingness from South African government to transform the economy and seize the opportunity while the window is still open. Interestingly the proposals on localization of solar geysers and panel manufacturing and improvement of investment climate within the industrial set-up of the green sector are surely gaining the momentum.

Objectives

To promote sustainable economic growth within the Municipal area through the introduction of green opportunities for local companies and creation of green jobs for local people.

Key Action Areas

- Encourage companies and the municipality to develop a Directory of Green Products that can be produced locally and mobilize necessary investment for implementation purposes.
- Partner with Industrial Development Corporation Green Fund to implement strategic green projects.
- Prioritise local manufacturing of Solar Geysers and Solar panels to support government initiative of installing more solar geyser to low cost housing
- Educate and promote the development of culturally, environmentally and economically sustainable projects relating to the protection and conservation of wildlife, eco-sensitive areas and natural resources

A high quality natural environment and green infrastructure are integral to the health and wellbeing of sustainable local communities in order to meet their environmental, social and economic needs. Open space and recreation facilities make a fundamental contribution to the quality of an area for both residents and visitors alike and supporting the development of these as well as cultural and heritage assets ensures an appealing environment for both people and wildlife to prosper.

Funding needs to be acquired for the provision of solar photovoltaics on rural homes to decrease the electricity burden. Although solar energy is a costlier system upfront, the long run costs as well as the impact on the environment prove worth its initial cost. It is therefore suggested that exploration of large scale solar photovoltaics take place.

Interventions which address flood alleviation and the enhancement of land for biodiversity and recreation, conserve the quality of environment and contribute to wider economic benefits. Climate

change presents a major challenge for any area and acknowledging responsibility for future generations means protecting the environment by creating more energy efficient, sustainable communities. This includes reducing energy consumption by developing alternative energy sources, ensuring buildings use resources more efficiently and have an impact on ultimately decreasing the borough's ecological footprint.

7.1.11 Mtubatuba Municipality's LED Capacity

The Municipality has a designated LED Unit with three (3) staff complement who are employed permanently namely LED Manager, LED Officer and Tourism officer, and three (3) temporary staff members being two data capturers and tourism clerk intern. The Municipality has set aside a budget for the employment of a business licensing officer. The performance of the LED Unit is monitored through individual work plans which emanate from the municipal Performance Management System.

The main capacity challenges that have been identified are related to inadequate funding to support the implementation of LED projects. The Municipality has put the appropriate and functional institutional arrangements in place in line with the LED Forum that was established that sits quarterly and has a strong relationship with the business forum, traditional Council, developers, agricultural association and other forums in the area to ensure smooth operation and inclusive economy.

There is alignment of different economic fora within Mtubatuba Municipality where resolutions of the forums mentioned above are shared in the district IGR through the Development Planning and LED forum linked to provincial and national fora. The LED programmes have been budgeted for. Kindly refer to the Municipal Scorecard for ease of reference.

The Municipality has a monitoring and evaluation plan in place to track all programmes and initiatives. All LED projects are visited and assessed during the construction and operation. This has helped to identify challenges at an earliest stage and impose remedial actions timeously.

Mtubatuba Municipality has budgeted for undertaking of research and developmental of the improvement potential in agriculture, tourism and other economic indicators.

7.1.12 Plan to Mobilise the Private Sector Resources

There is opportunity to establish public – private partnerships. The Municipality has developed an investment strategy as well as the investments incentive grant that seek to mobilise the private sector. Mtubatuba Municipality has attracted many domestic direct investments in assistance to LED with a common objective; to create sustainable jobs and economic growth e.g. Golela retail infrastructure, tiger fish bonanza etc.

In the past financial year the municipality has been able to leverage private sector funding/resources to implement LED projects or catalytic projects. Donor funding included fence manufacturing project by Transnet, agricultural projects by TSB Sugar Mill, etc. This evidences a strong partnership and benefits that can be derived from mobilising the private sector resources. For instance, there

are plans afoot to construct a new shopping mall in Mtubatuba Municipality which shall play a pivotal role in job creation.

7.2 Social Development

7.2.1 The Three Priorities Per Ward

Mtubatuba Municipality has identified a maximum of three (3) priorities per ward which are listed herein-below:

- Water and Sanitation;
- Housing; and
- Electricity.

7.2.2 Health Situational Analysis

Health considerations form an integral part of spatial transformation and settlement making in Mtubatuba. Provision of health facilities should consider, among other, public transportation and service thresholds, and be located close to activity areas and regular places of gathering.

The location of preventively orientated health facilities, such as clinics, in association with primary and pre-primary schools, offers advantages. Preventive functions, such as inoculation and nutritional programmes are best delivered through schools. Where a multipurpose hall serves a number of schools, a clinic may be beneficially located within or adjacent to that hall. In line with the national planning standards for health facilities, a clinic should be developed for every 6000 households or 5km radius where service thresholds allow. Deep rural settlements should be prioritized for mobile clinic services. Certain parts of Mpukunyoni appear to be poorly provided with such facilities, but do not make sufficient thresholds in this regard. Lower standards should be adopted in some areas as a means to improve access to these facilities.

Education Facilities

The creation of environments which promote learning forms an integral part of the settlement-making process. In this respect, learning experience can be enhanced by integrating educational facilities with the broader settlement structure. This can be achieved by locating schools, crèches and adult education centres close to places of intensive activity. The concept of the specialized self-contained school, accommodated on a spatially discrete site and serving only its pupil population, needs a rethink. Schools should be seen as resources serving both pupils and the broader community. In this regard schools can accommodate the school population during the day and, where possible, adult education during the evenings. Similarly, halls and libraries can serve the school population during the day and the broader community during the evening, ensuring 18-hour usage of facilities within a 24hour time cycle.

The need for informal school play space can be supplemented by public space adjacent to which the school is located. Formal sports fields can serve both the school and the broader community. In

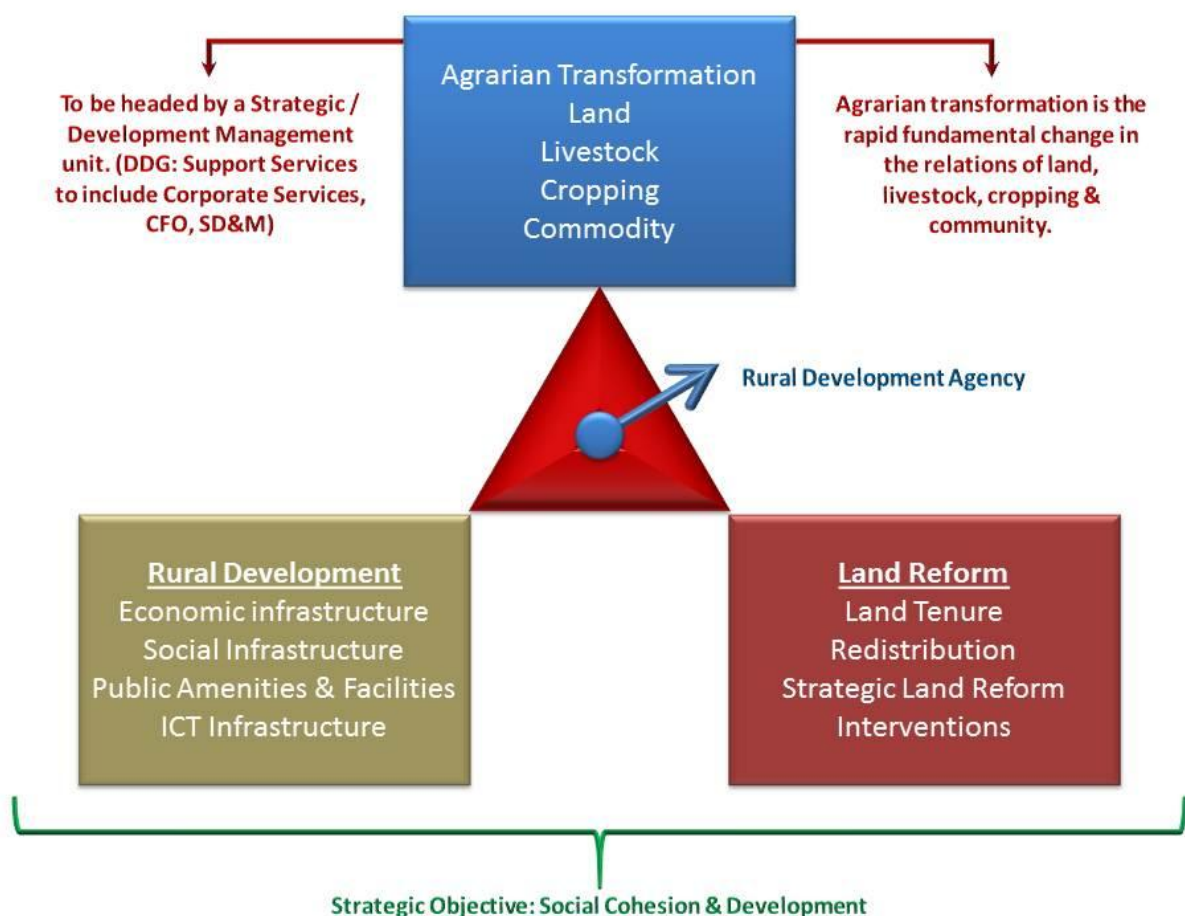
terms of their location, schools should be part of an accessible, settlement-wide system of education facilities. Accordingly, they should be located close to continuous public transport routes. This will make schools sustainable over a longer period, since they will draw pupils from a larger area, thus becoming less susceptible to fluctuations in the local population.

7.2.3 Safety & Security, National Building & Social Cohesion Situational Analysis

National government envisages the rural development to be done through agrarian transformation, which implies the rapid and fundamental change in the relations (systems and patterns of ownership and control) of land, livestock, cropping and the communities. The strategic objective of this approach is “Social Cohesion and Development”. Accordingly, Mtubatuba Municipality has thus committed itself to play its own role to work in line with the aforesaid.

The diagram below depicts the relationship between the components of the Comprehensive Rural Development Programme, what aspects need to be addressed under each component, and how they should interact to reach the strategic goal of Social Cohesion in the Rural Areas. Mtubatuba Municipality intends to effect implementation thereof as per the following graphic

Graphic below depicts Strategic Objective: Social Cohesion and Development



The Mtubatuba Municipality area of jurisdiction has two police stations in KwaMsane and Mtubatuba. There are also 2 satellite Offices in St Lucia and Nkundusi. The Municipality participates in the community safety forums and Community Police Forums. The Municipality has established a Fire and Rescue Unit with trained personnel. The Unit is equipped with Fire Engine, response bakkie, small fire tools and jaws of life. There is a need for the construction of the Fire Station and the need to identify a site and funding.

7.2.4 Municipal Safety Plan

The Municipality participates in the community safety forums and Community Police Forums. Otherwise the Municipality's Community also has Disaster Management Plan, which enhances the community safety plan although it triggers into action once a disaster occurs. That is, it reacts to an event rather than operates proactively.

7.2.5 Municipal Health Services By-Laws

This function is currently the preserve of the Umkhanyakude District Municipality under which Mtubatuba Municipality falls. Accordingly, there is a by-law in place for health services for all local municipalities under the District to ensure that municipal health services issues are addressed.

7.2.6 Vulnerable Groups Situational Analysis

The Municipality has appointed a dedicated official to attend to People Living with Disability by co-ordinating programmes for the vulnerable and people living with disability. The Municipality encourages economic participation of people living with disabilities through the allocation of points during the tendering process. The Municipal library boasts facilities especially for the benefit of the blind such as computer, document reader and braille machine.

7.2.7 Plan for Vulnerable Groups

The plan for catering for the vulnerable groups falls under the Special Programmes Unit whose mandate is to implement and manage programmes initiated on behalf of and for the vulnerable groups (such as Youth, Women, Gender, Children, Senior Citizen Disability, HIV and Aids, etc.) within Mtubatuba Municipality. The Special Programmes Unit is also responsible for the facilitation of promoting healthy lifestyle programmes through encouraging personal skills development. It is the duty of the Special Programmes Unit to conduct community surveys to determine social developmental needs for the vulnerable groups. Kindly refer to the SDBIP Community Services 2018/2019 with regard to the planned projects. There are disability workshops and seminars planned for 2018/2019.

Youth Programmes

The approved organogram for 2018/2019 and beyond caters for the youth affairs unit that is headed by the Manager: Youth Affairs. The Municipality runs a youth programmes which is mainly focused on the youth from the Mtubatuba communities. The Municipality has established a Youth Forum which specifically caters for the youth affairs.

The youth structure was established and members from all 20 wards were elected. There are Council adopted Terms of Reference to guide the operation of the Youth Forum. In the past financial years (2016/2017 and 2017/2018) the programmes contributed youth activities which included a Career Development Summit, Youth Day Summit and Celebration, Youth Dialog, Capacity Building on Leadership and Business Skills Empowerment.

Arts and Culture

The Mtubatuba Municipality youth partakes in the Reed Dance Ceremony (*Umkhosi Womhlanga*) which usually takes place at KwaNongoma –Enyokeni and Engwavuma – Emachobeni. When preparing for this annual event, the Municipality provides assistance to the maidens for participation in *Ubuhle Bezintombi zakwa-Mpukunyoni* and also in the Reed Dance Ceremony (*Umkhosi Womhlanga*) proper. This encourages the maidens to promote moral regeneration.

The Municipality hosts *Ingoma* Event-to promote the spirit of unity amongst community members and is usually held from the 16th of December to the 1st January. The Municipality, working in partnership with the Department of Arts and Culture, hosts a Musical Talent Search which promotes local music talent and *Maskhandi* Music Festival: form of entertaining people. Finally, the Municipality has established Faith Based Organisations and conducts Prayer Day-on an annual basis.

HIV/AIDS Programmes

It is common cause that young people are faced with a number of challenges that affect their well-being which include substance abuse, teenage pregnancy, rape, crime, violence, unsafe sex, abortion, HIV/AIDS, TB and emotional abuse. To this end, therefore, the Municipality has established a Local Aids Council. Several awareness campaigns including workshops on HIV/AIDS, TB and teenage pregnancy were hosted. The target group is the youth (those who have just left school as well as all other age groups). The workshop objectives aimed at exposing young people to relevant information regarding anti-substance abuse and anti-drug abuse programmes and provide a platform for an intense interaction between experts in the field of anti-substance abuse and anti-drug abuse and the youth within Mtubatuba Municipality.

Sports and Recreation

Leading up to the annual KWANALOGA Games, the Municipality invests funds in identifying and developing local talent to ensure that Mtubatuba is represented in the provincial tournaments. In the 2017/2018 financial year Mtubatuba was represented in various sporting codes These games start from Ward level, municipal level, District level up to provincial level. The sporting codes were:

- Soccer
- Netball
- Volley Ball
- Indigenous games

7.2.8 Households Food Production Initiatives

Mtubatuba Municipality, working in conjunction with the Department of Agriculture, is in support of households who practise initiatives to produce their own food. The Municipality intends to promote permaculture practices because there is an understanding that it has the propensity to encourage production levels which will in turn improve household food security. It is reasonably expected that supporting projects through training and the provision of inputs for permaculture practices and other appropriate agricultural practices for food production shall be sourced from the Department of Agriculture and Rural Development.

7.2.9 Support with National School Nutrition Programme

The Municipality ensures that all primary schools within its boundaries benefit from the National School Nutrition Programme to ensure that children especially those from disadvantaged backgrounds and communities are catered for. This is evidenced by the Mtubatuba *Operation Sukuma Sakhe Programme*.

7.2.10 Social Development SWOT Analysis

Table Showing SWOT Analysis for Social Development

Strengths	Weaknesses
Well positioned tourists attraction areas Association with Isimangaliso Wetlands Park and the tourism activities anchored around this resource. Natural environment worthy of conservation. Strategic location within the elephant coast Good natural attractions Good relations with other government departments' e.g. Sugar cane processing plant. Multi-sectorial collaborations with NGOs and CBOs	Lack of Employment opportunities Lack of solid partnerships for tourism development Poverty and underdevelopment (poor access to basic services and public facilities) Social services backlog particularly in rural areas Lack of shelters/places of safety for people in distress Lack of sport and recreational facilities in rural areas
Opportunities	Threats
Eco-tourism activities and the associated routes N2 national/provincial corridor and trade route which carries both local and passing traffic. Location in relation to Isimangaliso Wetlands Park, and the surrounding eco-tourism Regional access and connectivity along both north-south and east-west axis. Structures responsible for conservation and planning that operate within Mtubatuba. Provision of Multi-Purpose Centre for rural areas	Ad hoc assistance from sector departments for social, tourism and LED Impact of global economic slow-down on investment and development in Mtubatuba. Economic Junk Status of South Africa

The SWOT Analysis has identified and analysed the key economic players, strong/weak networks. (Also refer to the LED Strategy). A stakeholder analysis depicting potential networks, partnership, resources that could be developed is also provided.

MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT: SITUATIONAL ANALYSIS

8. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

8.1 Capital Funding and Expenditure to Address Service Delivery

A three-year synopsis on capital funding and expenditure is provided in the 2018/2019 in the IDP covering the following: funds received, spent, unspent, source of funding, variance tables and contingency plans to address challenges such as delays.

Capital expenditure is funded through government grants, borrowing and internally generated funds. Capital budget performances for the previous financial years (2016/2017, 2015/2016 and 2014/2015) are respectively tabled herein-below:

Table Showing Grants Performance 2016/2017

GRANTS PERFORMANCE 2016/2017				
GRANT NAME	FUNDS RECEIVED	EXPENDITURE	VARIANCE	VARIANCE IN PERCENTAGE
Municipal Infrastructure	30 303 000,00	30 303 000,00	-	100%
Finance Management Grant	1 825 000,00	1 824 969,00	31,00	100%
Library Provincialization	2 405 000,00	2 405 000,00	-	100%
MTB Library Assistant	358 000,00	358 000,00	-	100%
EPWP	1 408 000,00	1 408 000,00	-	100%
National Electrification	14 000 000,00	14 000 000,00	-	100%
Infrastructure Sport Facilities	4 000 000,00	3 108 480,00	891 520,00	78%
MSIG	-	-	-	100%
Energy and Efficiency Demand	-	913 760,00	(913 760,00)	100%

Table Showing Grants Performance 2015/2016

GRANTS PERFORMANCE 2015/2016				
GRANT NAME	FUNDS RECEIVED	EXPENDITURE	VARIANCE	VARIANCE IN PERCENTAGE
Municipal Infrastructure	30 776 000,00	30 776 000,00	-	100%
Finance Management Grant	1 800 000,00	1 800 000,00	-	100%
Library Provincialization	2 378 000,00	2 378 000,00	-	100%
MTB Library Assistant	340 000,00	361 716,00	(21 716,00)	106%
EPWP	1 000 000,00	1 000 000,00	-	100%
National Electrification	2 000 000,00	2 000 000,00	-	100%
Infrastructure Sport Facilities	-	1 631 073,00	(1 631 073,00)	100%
MSIG	930 000,00	-	930 000,00	100%
Energy and Efficiency Demand	1 000 000,00	1 000 000,00	-	100%

Table Showing Grants Performance 2014/2015

GRANTS PERFORMANCE 2014/2015				
GRANT NAME	FUNDS RECEIVED	EXPENDITURE	VARIANCE	VARIANCE IN PERCENTAGE
Municipal Infrastructure	25 498 000,00	28 697 979,00	(3 199 979,00)	113%
Finance Management Grant	1 650 000,00	1 650 000,00	-	100%
Library Provincialization	3 701 747,00	3 701 747,00	-	100%
MTB Library Assistant	240 000,00	240 000,00	-	100%
EPWP	-	-	-	0%
National Electrification	8 000 000,00	8 000 000,00	-	100%
Infrastructure Sport Facilities	525 000,00	-	525 000,00	0%
Small Town Rehabilitation	-	614 064,00	(614 064,00)	100%
MSIG	930 000,00	930 000,00	-	100%
Department of Sport and Recreation	300 000,00	133 296,00	166 704,00	44%

Capital Projects Indicated in Order of Prioritisation and Project Duration

The Municipality's capital projects are indicated in order of prioritization and duration of each project. Projects are indicated as either new or ongoing. The Capital Budget is allocated towards renewal of existing assets in accordance with Circular 55 and 66 of the Municipal Finance Management Act.

Table Showing Three Year Capital Infrastructure Programme 2018/2019 – 2020/2021

To provide a table indicating a three-year capital infrastructure programme namely: 2018/2019, 2019/2020 and 2020/2021 Financial Years

Projects identified as either “New” or “Ongoing”

Mtubatuba's capital projects are indicated in order of prioritisation and duration for each project. Projects are indicated as either “new” or “ongoing”. The capital is allocated towards renewal of existing assets in accordance with Circulars 55 and 66 of the Municipal Finance Management Act.

The investment register is provided on excel spread in the CD. The investment register presents a snapshot of whether the Municipality is pooling funds for interest purposes or is using the funds as intended in the grant framework. A table showing an investment for the month ending in April 2018 is annexed herein below for the ease of reference.

MTUBATUBA MUNICIPALITY INVESTMENT REGISTER FOR THE MONTH ENDING 30 APRIL 2018

Vote Number	Details	Account Number	Opening Balance@ 1 April 2018	Deposited in this Month	Interest Earned this Month	Withdrawals this Month	Bank Charges	Closing Balance@ 30 April 2018	General Ledger Balance @ 30 April 2018	Difference
D0001/IA09578/F0001/X049/R0082/001/FIN:A DMN	FNB Fixed Deposit	71 044 025 057	191 600,00	-	-		-	191 600,00	191 600,00	,00
D0001/IA09567/F0001/X048/R0083/001/FIN:A DMN	FNB Money Market 1	62 424 097 831	1 401 334,94	-	5 643,73		-	1 406 978,67	1 406 978,67	,00
D0001/IA09568/F0001/X048/R0083/001/FIN:A DMN	FNB Money Market 2	62 424 098 376	37 792 539,23	-	144 150,77	5 000 000,00	-	32 936 690,00	32 936 690,00	,00
D0001/IA09455/F0001/X049/R0082/001/FIN:B UDG	FNB Money Market 3	62 424 094 986	34 970,54	-	136,53	-	-	35 107,07	35 107,07	,00
D0001/IA09350/F0001/X048/R0083/001/FIN:A DMN	Investec Fixed Deposits	537 356	151 791,40	-	792,23		-	152 583,63	152 583,63	,00
D0001/IA09351/F0001/X048/R0083/001/FIN:A DMN	Ithala Corporate Fixed Deposit	291,477,9	499 842,54	-	4 457,47	-	-	504 300,01	504 300,01	,00
D0001/IA09349/F0001/X048/R0083/001/FIN:A DMN	Nedbank Limited Investment	03,716,502, 537,5	127 630,75	-	660,88		-	128 291,63	128 291,63	,00
			40 199 709,40	,00	155 841,61	5 000 000,00	,00	35 355 551,01	35 355 551,01	,00

8.2 Social and Economic Redress via Indigent Management

Indigent Policy

The Mtubatuba Municipal Council adopted its Indigent Policy in May 2018, which is shall be subject to annual review albeit it being implemented through the Finance Department. A copy thereof is annexed hereto for ease of reference.

Owing to the level of unemployment and subsequent poverty in the municipal area, there are households which are unable to pay for normal municipal services. The Municipality therefore adopted the Indigent Policy to ensure that such households have access to at least basic municipal services. Going forward, the Municipality underwent an intensive exercise of verifying indigent applications for 2017/2018 and 2018/2019 financial years and accordingly, the Municipality has an updated indigent register in place.

The number of registered indigents appearing in the Indigent Register currently stands at 120 and 260 deceased which totals 380. The list has been verified by TransUnion. For the financial year 2017/2018 the Municipality had allocated R150,000.00 (which is based on free basic electricity towards indigent support from the equitable share whereas R150,000.00 has been allocated for the 2018/2019.

A monitoring mechanism is in place to ensure that the budget allocated for people with disabilities is fully utilised. To this end, the Municipality has budgeted R100,000.00 to benefit People Living with Disabilities and a dedicated official has been appointed to execute projects/programmes related therefore under the Special Programmes Unit.

8.3 Revenue Raising Strategies

A Council approved Revenue Enhancement Strategy and Financial Improvement Plan is in place. A copy of the strategy and annexed hereto for ease of reference.

KZN275 Mtubatuba - Table C4 Monthly Budget Statement - Financial Performance (revenue and expenditure) - Q4 Fourth Quarter

Description	Ref	2015/16	Budget Year 2016/17					
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance
R thousands								
Revenue By Source								
Property rates		28,739	30,455	35,508	2,145	30,857	35,508	(4,650)
Property rates - penalties & collection charges		–	–	–	–	–	–	–
Service charges - electricity revenue		–	–	–	–	–	–	–
Service charges - water revenue		–	–	–	–	–	–	–
Service charges - sanitation revenue		–	–	–	–	–	–	–
Service charges - refuse revenue		3,436	4,051	4,051	335	4,012	4,051	(38)
Service charges - other		1,650	1,961	1,961	160	1,941	1,961	(20)
Rental of facilities and equipment		214	206	254	31	235	254	(19)
Interest earned - external investments		1,678	3,500	2,777	13	1,975	2,777	(802)
Interest earned - outstanding debtors		6,153	7,302	7,907	–	7,520	7,907	(387)
Dividends received		–	–	–	–	–	–	–
Fines		1,645	1,356	2,084	0	1,139	2,084	(944)
Licences and permits		2,348	3,336	2,388	224	2,506	2,388	118
Agency services		–	–	–	–	–	–	–
Transfers recognised - operational		126,119	127,839	127,839	237	128,842	127,839	1,002
Other revenue		753	445	251	18	228	251	(24)
Gains on disposal of PPE		–	–	576	–	–	576	(576)
Total Revenue (excluding capital transfers and contributions)		172,735	180,452	185,595	3,164	179,255	185,595	(6,340)

KZN275 Mtubatuba - Table C4 Monthly Budget Statement - Financial Performance (revenue and expenditure) - M10 April

Description	R ef	2016/17	Budget Year 2017/18							
		Audited Outcom e	Original Budget	Adjuste d Budget	Monthl y actual	YearTD actual	YearTD budget	YTD varian ce	YTD varian ce	Full Year Forecast
R thousands									%	
Revenue By Source										
Property rates		31,196	38,099	38,099	2,181	26,274	31,749	(5,475)	-17%	38,099
Service charges - electricity revenue		–	–	–	–	–	–	–		–
Service charges - water revenue		–	–	–	–	–	–	–		–
Service charges - sanitation revenue		–	–	–	–	–	–	–		–

Service charges - refuse revenue	4,012	5,220	5,220	371	4,258	4,350	(92)	-2%	5,220
Service charges - other	1,941	2,556	2,556	181	1,819	2,130	(311)	-15%	2,556
Rental of facilities and equipment	235	198	198	24	142	165	(23)	-14%	198
Interest earned - external investments	2,014	3,000	1,428	146	1,284	1,190	94	8%	1,428
Interest earned - outstanding debtors	8,272	7,907	7,907	683	2,461	6,589	(4,129)	-63%	7,907
Dividends received	–	–	–	–	–	–	–		–
Fines, penalties and forfeits	1,897	2,710	2,710	1	105	2,258	(2,153)	-95%	2,710
Licences and permits	2,506	2,405	2,405	9	1,703	2,004	(301)	-15%	2,405
Agency services	–	–	–	–	–	–	–		–
Transfers and subsidies	131,986	140,480	140,480	–	135,233	117,066	18,167	16%	140,480
Other revenue	404	224	281	11	169	234	(65)	-28%	281
Gains on disposal of PPE	–	–	–	–	–	–	–		–
Total Revenue (excluding capital transfers and contributions)	184,464	202,799	201,284	3,606	173,449	167,737	5,712	3%	201,284

The Municipality has interventions in place aimed at improving revenue collections. The strategy was developed during the 2016/17 financial year and reviewed in 2017/2018. By-and-large, the interventions have benefitted the Municipality in getting a buy-in from businesses and communities in appreciating services provided by paying for them.

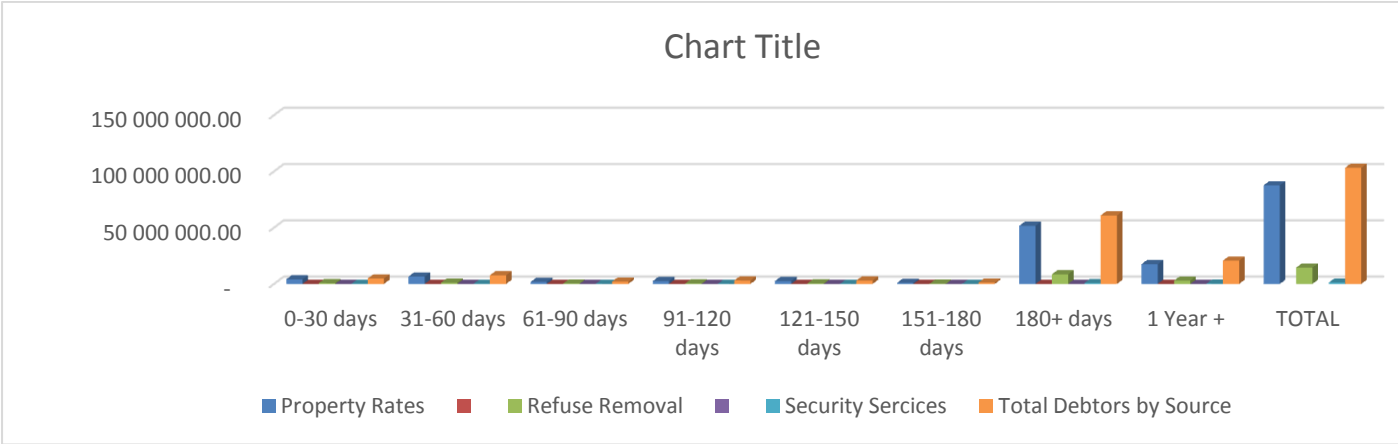
8.4 Revenue Protection (Debt Management)

A spreadsheet indicating the total debt outstanding in a 3-year cycle per category per age analysis is annexed hereto for ease of reference. The municipal consumer debt currently stands at R103 515 499.54 being the outstanding amount by the end of April 2018. There has been a steady increase over the years owing to non-payment for services. In the 2015/2016 financial year the Council approved for a 50% discount on any debt above 90 days for residential debtors who would enter into agreement with the Municipality with a view to reducing the balance on the municipal debtor's book.

OUTSTANDING DEBTORS

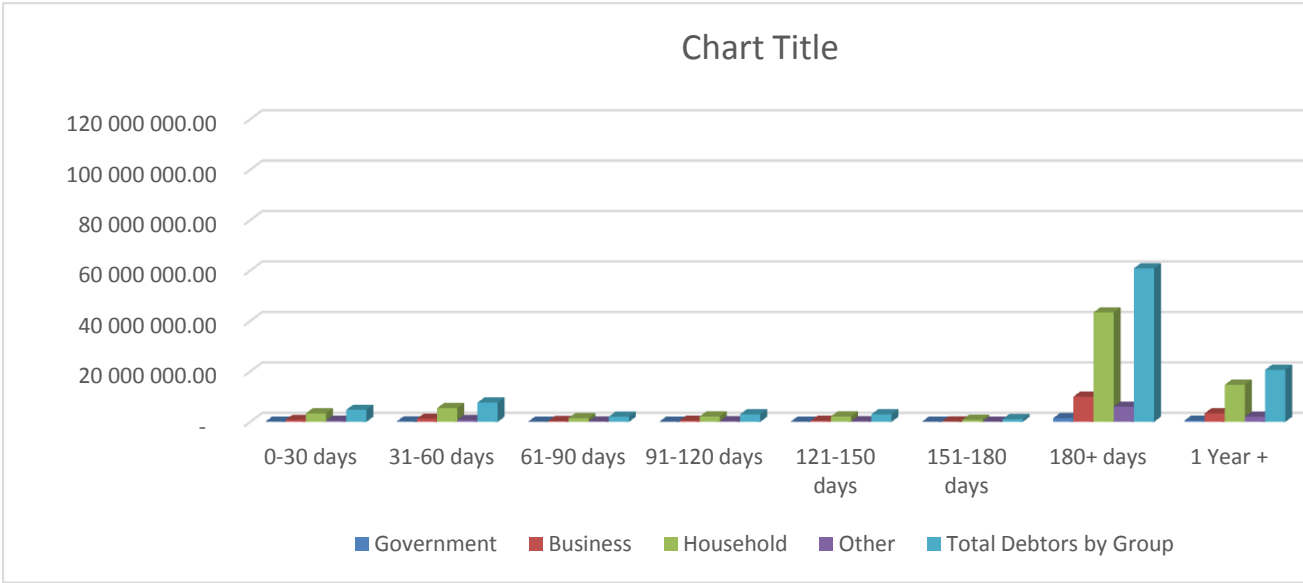
Debtors Age by Income Source

DETAILS	0-30 days	31-60 days	61-90 days	91-120 days	121-150 days	151-180 days	180+ days
Property Rates	4 035 911.11	6 476 634.89	1 752 091.00	2 554 043.10	2 536 609.36	950 138.90	51 429 536.00
	-	-	-	-	-	-	-
Refuse Removal	694 006.58	1 113 708.18	301 285.79	439 187.75	436 189.88	163 383.84	8 843 712.00
	-	-	-	-	-	-	-
Security Services	62 757.35	100 709.95	27 244.55	39 714.69	39 443.60	14 774.41	799 715.00
Total Debtors by Source	4 792 675.03	7 691 053.02	2 080 621.34	3 032 945.54	3 012 242.84	1 128 297.14	61 072 964.00

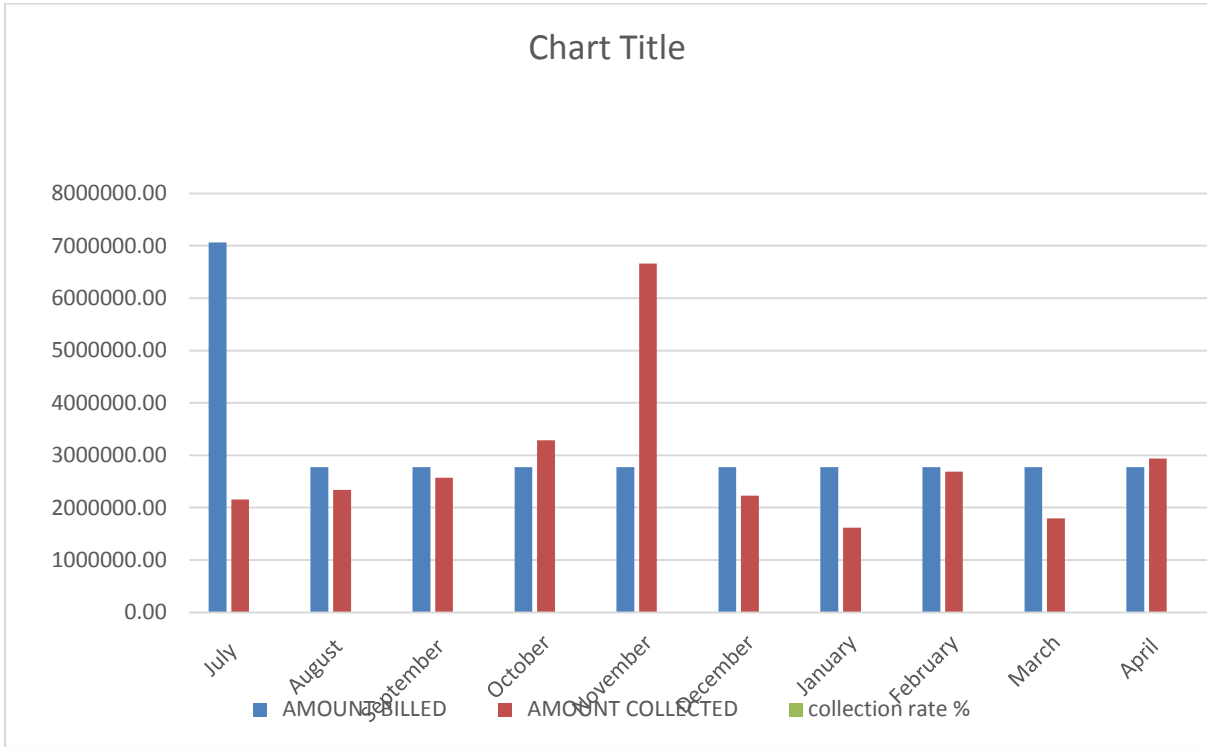


Debtors Age by Group

DETAILS	0-30 days	31-60 days	61-90 days	91-120 days	121-150 days	151-180 days	180+ days
Government	34 194.46	54 873.62	14 844.68	21 639.26	21 491.55	8 050.10	435 739.4
Business	784 865.32	1 259 513.89	340 729.87	496 685.83	493 295.48	184 773.91	10 001 523.5
Household	3 445 110.36	5 528 546.43	1 495 609.47	2 180 167.03	2 165 285.35	811 051.90	43 900 974.3
Other	528 504.88	848 119.07	229 437.32	334 453.41	332 170.46	124 421.24	6 734 727.4
Total Debtors by Group	4 792 675.03	7 691 053.02	2 080 621.34	3 032 945.54	3 012 242.84	1 128 297.14	61 072 964.7



MONTH	AMOUNT BILLED	AMOUNT COLLECTED	collection rate %
July	7 063 960.52	2 152 231.59	30.47
August	2 771 644.77	2 338 864.42	84.39
September	2 771 644.77	2 569 777.36	92.72
October	2 771 644.77	3 286 491.17	118.58
November	2 771 644.77	6 659 911.62	240.29
December	2 771 644.77	2 227 286.64	80.36
January	2 771 644.77	1 616 722.07	58.33
February	2 771 644.77	2 685 603.28	96.90
March	2 771 644.77	1 794 476.62	64.74
April	2 771 644.77	2 939 298.35	106.05



8.5 Financial Management

8.5.1 Supply Chain Management

The Supply Chain Management (SCM) Unit is in place to address delays of tender awards and execution thereof. A procurement plan with timeframes for the 2018/2019 financial year has been developed and the implementation thereof shall commence in July 2018. The procurement plan is aligned with the Council approved Budget and Departmental Service Delivery Plans (SDBIPs) to ensure that projects are executed in accordance with the expectation created.

The SCM Unit is fully functional and the bid committees meet as per the procurement plan. The main challenge in the SCM remains the shortage of staff which leads to delays in processes and hampers segregation of duties. However, corrective measures shall be effected through the recruitment of staff to ensure full functionality of the unit and stands to be addressed during the 2018/2019 financial year.

The Supply Chain Management is cohesive when assessing whether or not the primary objectives of service delivery are met. Management includes statements on the functionality of Bid Committees.

Table Showing Current Members of the Bid Specification Committee

BID SPECIFICATION COMMITTEE	MEMBERS
Mr T.S. Mkhumbuzi	Chairperson
T.K. Manqele	Member
Ms L. Ngobese	Member
Mrs B. Mngomezulu	Member
Mrs W.E. Mthethwa	Member

Table Showing Current Members of the Bid Evaluation Committee

BID EVALUATION COMMITTEE	MEMBERS
Mr S.C. Mkhwanazi	Chairperson
Mr K.I. Mkhwanazi	Member
Mr L. Mngadi	Member
Mr S. Mthombeni	Member
Mr M.B. Ntombela	Member

Table Showing Current Members of the Bid Adjudication Committee

BID ADJUDICATION COMMITTEE	MEMBERS
Mr N.N. Shandu	Chairperson
Mr N. Sawyer	Member
Mr Mbatha	Member

The reviewed SCM Policy for 2018/2019 has made a provision for the disabled to qualify for tenders. The Municipality applies strict supply chain management principles in advertising and awarding of tenders. There are strict controls in place that ensure that the Municipal Financial Management Act is adhered to and complied with so as to prevent or avert the potential of any fraudulent activities from occurring.

The Municipality will ensure that business will not be conducted with entities owned by people that are employed by the state, because doing the contrary is tantamount to contravening the provisions of the Municipal Financial Management Act. Furthermore, it is incumbent upon all staff members who work outside of the Finance Department to be constantly educated on the policy and procedures of the Municipal Financial Management Act and Supply Chain Management Policy to stay abreast with new changes and developments in this regard.

8.5.2 Assets and Infrastructure

The Municipality has developed a Comprehensive Infrastructure Plan (CIP) which was adopted by Council in June 2016 as well as an Asset Management Policy. Copies thereof are annexed to for ease of reference. The Municipality has an Asset Renewal Plan in place, which plan is supported by the operations and maintenance plan. The municipal asset register is maintained on a monthly basis to ensure that assets are properly recorded and maintained. Furthermore, the Municipality endeavours to adhere to municipal asset management policy in order to ensure the safe-guarding of assets.

8.5.3 Repairs and Maintenance

As alluded to herein, the Municipality has developed a Comprehensive Infrastructure Plan (CIP) which, *inter alia*, provides guidance with matters that are related to Repairs and Maintenance. An amount of R20 million (6.3%) of repairs and maintenance has been budgeted for against the total of non-current assets. Calculation:

8.5.4 Financial Viability/Sustainability

A three-year (historical) indication of key financial ratios (cost/current/acid/going concern and sustainability – reasons, including measures to improve) is attached as an Annexure.

8.6 Loans/Borrowings and Grant Dependency

At this juncture Mtubatuba Municipality does not have any loans/borrowings whatsoever.

8.7 Auditor General's Opinion

During the 2016/2017 Mtubatuba Municipality received an unqualified audit opinion. This has been the Auditor General's opinion consistently in the last 4 years. An Audit Improvement Plan which is the AG Action Plan has been developed and it is being implemented and monitored by Council and Audit Committee on a quarterly basis. A copy thereof is annexed hereto for ease of reference.

8.8 Municipal Financial viability and Management SWOT Analysis

STRENGTHS (Internal)	WEAKNESSES (Internal)
Compliance with MFMA reporting deadlines Good financial management and reporting Positive cash flow Key financial related policies are in place	High vacancy rate on key positions No conducive office space Instability in senior Management Inability to collect revenue due to poor service delivery Highly dependency on Grants Inability to fund capital projects limited revenue
OPPORTUNITIES (*External)	THREATS (External)
Achievement of Clean audit if policies and procedures are adhered to Increase on revenue can be collected	Political and staff Interference Loss of revenue due to dissatisfaction of rate payers Unfavourable audit opinion due to non-compliance with relevant legislations Loss of Investors due to inability to fast track service delivery Incorrect financial information can be submitted to stakeholders due to vacant key positions Loss of trust from other stakeholders

9. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

9.1 *Batho Pele* Policy and Procedure Manual, Service Delivery Charter and Standards Service Delivery Improvement Plan

Mtubatuba Municipality appreciates the pivotal role that are played by the *Batho Pele* Policy and Procedure Manual, Service Delivery Charter and Standards Service Delivery Improvement Plan in place. To this end, therefore the Municipality has ensured that it has same which are being implemented currently. Copies thereof are annexed hereto for ease of reference.

9.1.1 Summary of Mtubatuba Municipality *Batho Pele* Principles

In carrying out their duties, public servants are guided by the following *Batho Pele* principles:

1. **Consultation:** Citizens should be consulted about the level and quality of the public services they receive and, wherever possible, should be given a choice regarding the services offered;
2. **Service Standards:** Citizens should be told what level and quality of public service they will receive so that they are aware of what to expect;
3. **Access:** All citizens have equal access to the services to which they are entitled;
4. **Courtesy:** Citizens should be treated with courtesy and consideration;
5. **Information:** Citizens should be given full, accurate information about the public services to which they are entitled;
6. **Openness and transparency:** Citizens should be told how national and provincial departments are run, how much they cost, and who is in charge
7. **Redress:** If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response; and
8. **Value for money:** Public services should be provided economically and efficiently in order to give citizens the best possible value for money;
9. **Encouraging Innovation and Rewarding Excellence:** Rewarding the staff who go an extra mile to make things happen and encourage partnership to with different sectors to improve service delivery. Embrace new innovative ways of doing things.
10. **Service Delivery Impact:** the Municipality shall measure and report regularly, using the sum total of all *Batho Pele* initiatives, the impact of the *Batho Pele* service delivery on the lives of the inhabitants of Mtubatuba Municipality.
11. **Leadership and Strategic Direction:** It is envisaged that Municipal leaders shall create an atmosphere that conducive for creativity by staff within the Municipality.

9.1.2 Objectives of the Service Delivery Charter

There is a service delivery charter in place which seeks to:

- Facilitate a process to define service standards in various sectors;
- Strengthen processes and initiatives that prevent and combat corruption;
- Facilitate social dialogue among the partners;
- Improve service delivery programmes;

- Reinforce the partners' commitment to service delivery improvement for the benefit of all citizens;
- Clarify the rights and obligations of each of the parties;
- Acknowledge and reward excellent performance;
- Professionalise and encourage excellence in the public service;
- Enhance performance;
- Aid sector departments rise to the challenge of treating citizens with dignity and meeting expectations their demands equitably and fairly; and
- Ensure an effective, efficient and responsive public service.

9.1.3 Service Delivery Improvement Plan

Each Department within the Municipality has a Service Delivery Improvement Plan to cater for their respective customers and/or clientele base. Accordingly, their services that they offer to their respective clients/customers are different. The above notwithstanding, the Municipality has identified a maximum of 3 services that require improvement viz:

- Water and Sanitation;
- Housing; and
- Electricity.

The Municipality's Service Delivery Improvement Plan template comprise the following steps that inform it:

Steps in selecting key services

- Step 1:** Define the roles / functions of the municipality;
- Step 2:** List services offered;
- Step 3:** Check if services correspond with mandate;
- Step 4:** Identify which services have the greatest impact (the most benefit to the largest number of people); and
- Step 5:** Priorities services on a scale (1(least important) – 10 (most important)).

9.2 Operation *Sukuma Sakhe*

Operation *Sukuma Sakhe* has a 'whole of Government approach' as its philosophical basis. It spells out every initiative and how it links to initiatives being implemented by the different sector departments and the spheres of government, therefore delivery of services is required through partnership with community, stakeholders and government.

Operation *Sukuma Sakhe* is a continuous interaction between Government and the community to come together to achieve the 12 National Outcomes. It encourages social mobilization where communities have a role, as well as delivery of government services in a more integrated way. Government has structured programs which need to get as deep as to the level of the people we are serving.

The Mtubatuba *Sukuma Sakhe* comprises of the following departments:

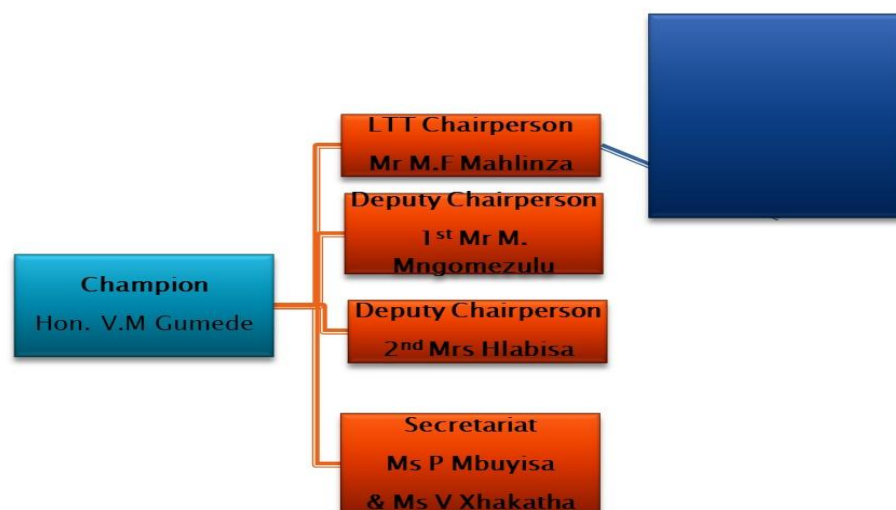
- Department of Sport and Recreation
- Department of Health
- Department of Education
- Department of Social Development
- Department of Transport
- Non-Profit Organizations
- S.A.P.S
- Mtubatuba Municipality

The Mtubatuba *Sukuma Sakhe* Programme was established in 2011. Monthly meetings are held in an endeavor to ensure the constant functionality of the programme and to address the challenges that are facing communities in each ward and devise multi-sectoral responses to assist members of the community. The programme assists in aligning government projects and efforts and in the reduction of wastage of resources.

Functionality of War-Rooms in Mtubatuba

Local Task Team Organogram

Graphic Showing Local Task Team Organogram



The progress reports in respect of the functionality of the war room in Mtubatuba are based on the 2018 Monthly Sessions. Based on their monthly meetings, the War Room Convenors and Partners held deliberations in respect of the following:

- SASSA Food Program;
- Household Profiling;
- Operation MBO (monthly planning);
- Mandela Day Activities; and
- LAC-LTT Reports (HIV & MDR hotspots).

War Room Functionality

Municipality	Functionality									
Mtubatuba: 20 Wards	Ward 1, 3, 5, 6, 7, 10, 11, 12, 18, 19, 20	00			00			Ward 2, 4, 8,9, 13, 14, 15, 16, 17		
Fieldworker Distribution by Local Municipality										
Local Municipality	No. of Households per LM	No. of CYCW	CDWs	Integrated CCGs	Extension Officers	Sports Volunteers	Social Crime Prevention Volunteers	Total No. of FWs		
Mtubatuba	34905	46	09	167	11	10	39	283		
			CCGs		CDWs		Extension Officers		Sports Volunteers	
Local Municipality	Number of HH Per LM		Current Allocation	Deficit @ ratio of 1:60	Current Allocation	Deficit@ a ratio of 1:ward	Current allocation	Deficit @ a ratio of 1:	Current Allocation	Deficit @ Allocation a ratio of 1:
Mtuba	34905		167	414	09	11	18	13	10	

Social Development Programme

Early Childhood Development Massification		
Local Municipality	No. of ECD Funded Centres	No. of Children Benefitting
Mtubatuba	76	5657
Safe Parks		
Local Municipality		No of Safe Parks
Mtubatuba		02
Home and Community Based Care Services (HCBCs)		
Local Municipality		No. of Funded HCBCs
Mtubatuba		04

Beneficiaries of Mtubatuba OSS



Achievements

- Mtubatuba LTT meetings are held as per scheduled dates;
- The LTT is attended by All stakeholders within Mtubatuba including relevant Sector Departments; and
- There are model wards that have since already started benefitting from the service and they can attest for the them.

OSS Challenges

The following challenges have been identified in respect of OSS:

- No dedicated budget allocation for OSS
- No OSS Co-ordinator
- It is not mandatory for OSS to be reported on to senior officials

Recommendations

- To have sufficient funds allocated for co-ordination;
- The establishment of the OSS unit;

- OSS shall be attached to senior officials and Councillors and Municipalities in general by COGTA, be attached to COGTA, hence it shall invariably become everybody's business.

9.3 Inter-Governmental Relations (IGR)

9.3.1 The Status (Functionality) of Intergovernmental Relations Structures (IGR) & Its Structures

The KZN COGTA provided grant funding to support the uMkhanyakude family of municipalities in strengthening their IGR functions. Necessary forums required to facilitate IGR have been established and terms of reference to facilitate smooth operations for these forums have been developed. Dates of IGR meetings are incorporated in the District Events Calendar. Protocol Agreements were signed by all the Mayors and Municipal Managers in December 2013. Technical Forums and Sub Committees meet frequently. Local municipalities have appointed IGR Champions to strengthen communication. For ease of reference the IGR-Terms of Reference are annexed hereto.

9.3.2 Participation in Provincial Forums (MUNIMEC and PCF)

Mtubatuba Municipality is a regular participant at all Provincial Forums.

9.3.3 IGR Dedicated Official

The Municipal Manager at Mtubatuba Municipality is the dedicated official for the IGR forum. The HoD's and Line Managers are dedicated as per IGR Forum Sectors.

9.4 The Status of the Functionality of Ward Committees

Mtubatuba Municipality has embraced and enrolled the government initiative of ward committees to ensure that service delivery is effective in all wards. The ward committees are established and functional as they hold meetings on monthly basis. There is an effective structure of the ward committee and its functions below:

9.4.1 Composition of Ward Committees

- A ward committee consists of the Councilor representing that a particular ward in the Council and who is also the chairperson of the ward committee;
- The number of ward committee members may not exceed eleven (11);
- In the process of election of a Ward Committee account is taken of the need for women to be equitably represented in the committee and for a diversity of interests in the ward to be represented.
- Gender equity was also pursued by ensuring that there is an even spread of men and women on a ward committee.

9.4.2 Functions of Ward Committee

Following are the Functions and powers of Mtubatuba Local Municipal Ward Committees through the municipal policy in line with the provisions of Section 59 of the Municipal Systems Act.

Powers delegated in terms of the adopted policy are as follows:

- To serve as an official specialized participatory structure in the Municipality;
- To create formal unbiased communication channels as well as cooperative partnerships between the community and the council. This may be achieved as follows:
- Advise and make recommendations to the ward councilor on matters and policy affecting the ward;
- Assist the ward Councillor in identifying challenges and needs of residents;
- Disseminate information in the ward concerning municipal affairs such as the budget, integrated development planning, performance management system (PMS), service delivery options and municipal properties.
- Receive queries and complaints from residents concerning municipal service delivery, communicate it to council and provide feedback to the community on council's response; and
- Ensure constructive and harmonious interaction between the Municipality and community through the use and co-ordination of ward residents meetings and other community development forums; and Interact with other forums and organizations on matters affecting the ward.

To serve as a mobilizing agent for community action within the ward. This may be achieved as follows:

Attending to all matters that affect and benefit the community;

- Acting in the best interest of the community;
- Ensure the active participation of the community in:
- Service payment campaigns;
- The integrated development planning process;
- The Municipality's budgetary process;
- Decisions about the provision of municipal services; and
- Decisions about by-laws.
- Decisions relating to implementation of Municipal Property Rates Act (MPRA)
- Delimitate and chair zonal meetings.

9.5 Participation of Amakhosi in Council Meetings

Section 81 of the Municipal Structures Act provides for aMakhosi's participation in Council Meetings. Accordingly, Mtubatuba Municipality adheres to the legislative directive as alluded to above. The Traditional Councils also work as a link between the community and Ward Councillors and matters of service delivery and needs of the people. Assist in providing information with regard to land rights and possible available areas for future development.

9.6 IDP Steering Committee and Participation of HODs

MANCO (HODs) and Extended MANCO members participate in the IDP Steering Committee meetings. These structures hold their meetings on a monthly basis with the IDP forming part of the agenda always to ensure both ownership of the IDP by Management and to ensure that implementation of resolutions is constantly monitored.

9.7 Functionality of Management Structures

Mtubatuba Municipality's MANCO and Extended MANCO members form part of the IDP Steering Committee that meets on a monthly basis.

IDP/Budget Steering Committee

The IDP Steering Committee is assigned the following responsibilities:

- Ensuring that the gathering and collation of information is effective while the IDP implementation is proceeding;
- Support the IDP Manager in the management and co-ordination of the IDP;
- Discussion of input and information for the IDP review;
- Ensuring the monitoring and evaluation of the gathered information; and
- Attending to the MEC's comments.

9.8 Communication Plan/Strategy

- **Newsletter** – is used to communicate the projects, programmes and development.
- **Local and National Newspaper** - This medium is used to communicate various messages that concerns the Municipality especially service delivery.
- **Local and National Radio**
- **Ward Community Meetings** - This institution is used effectively to promote maximum community participation in municipal affairs.
- **Public meetings (Izimbizo)** - These meetings is staged to provide a platform for the Municipality to communicate the level of projects and programmes undertaken by council and further solicit input from communities and their (communities) buy-in thereof.
- **Annual Report** - The annual report is distributed to the stakeholders and community organizations that we have on our database and will be distributed to the community at large. This will also maximize the culture of community participation and access to information.
- **Website** - Through this tool various stakeholders such as business community, foreign investors, NGO's and community at large will more access to information regarding the Municipality and its area.
- IDP Structures are also used for public participation and implementation of MLM Communication Plan. The IDP Structures meet as per the Council Approved IDP Process Plan Schedule.

9.9 Internal Audit and Audit Committee

9.9.1 Functionality of Internal Audit Unit

Section 165 of the Municipal Finance Management Act, 56 of 2003, stipulates that each municipality must have an internal audit unit . The internal audit unit must:

- (a) Prepare a risk-based audit plan and an internal audit program for each financial year;
- (b) Advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to:
 - Internal audit
 - Internal controls
 - Accounting procedures and practices
 - Risk and risk management
 - Performance management and
 - Loss control
 - Compliance with the MFMA, the annual Division of Revenue Act and any other applicable legislation; and
- (c) Perform such other duties as may be assigned to it by the accounting officer.

The Municipality appointed Ernest and Young as Internal Auditors in March 2015 financial year and the next two years. Each financial year a risk based internal audit plan is prepared and approved by the Audit Committee.

The Internal Audit Unit reports to the Performance and Audit Committee on the implementation of the risk based internal audit plan and matters relating to, internal audit, internal controls, accounting procedures and practices, risk and risk management, performance management, loss control and compliance with the relevant legislations.

9.9.2 Audit Committee / Performance Audit Committee

Section 166 (1) of the Municipal Finance Management Act, 56 of 2003 requires each municipality and each entity to have an audit committee.

The Municipality considered appropriate in terms of the economy, efficiency and effectiveness to consolidate the functions of the aforementioned committees and establish a Performance and Audit Committee (PAC). The Mtubatuba Municipality's PAC consists of three independent members with appropriate experience in the field of Auditing, Local Government Finance, and Administration. Legal and Performance Management System. In terms of its approved Terms of Reference/Charter, the Performance and Audit Committee is required to meet at least four times a year.

The PAC is an independent advisory committee appointed by Council to create a channel of communication between Council, management and the auditors (both internal and external). It provides a forum for discussing accounting practices, business risk control issues and performance

management. This Committee reports directly to Council. The primary objective of this committee is to advise the municipal Council, the political office –bearers, the accounting officer and the management staff of the Municipality on matters relating to:

- Internal financial control;
- The Safeguarding of assets;
- The maintenance of an adequate control environment and systems of internal control;
- The successful implementation of the council’s risk management Strategy and effective operation of risk management processes;
- The preparation of accurate financial reporting in compliance with all legal requirements and accounting policies and standards;
- Effective corporate governance;
- The effectiveness of the Municipality’s performance management system in ensuring the achievements of objectives set as per the Municipality’s IDP;
- Any other issues referred to it by the Municipality; and
- The detailed Internal Audit Chapter which clearly defined the roles and responsibilities, composition of the committee as well as meetings has been adopted.

MEMBERS OF THE PERFORMANCE AND AUDIT COMMITTEE
Ms N. Mchunu-Chairperson
Mr D.D. Mncwabe
Ms C. Jugnarayan

9.10 Enterprise Risk Management

9.10.1 Enterprise Risk Management

The Municipality has established a Risk Management Committee whose functions are located under the Internal Audit Unit. The positions for Risk Management Unit are included in the organogram review and budgeted under the Internal Audit Unit.

9.10.2 Risk Register

The Municipality’s Risk Register covers, amongst others, the fraud risk. The Municipal Management uses the fraud risk in order to understand the risks that exist and threaten the Municipality’s well-being. It is important for the Municipality understand the fraud risk so as to enable it to develop the necessary means for to avoid or even minimise such risks by ensuring that arecontrols and procedures in plan ce and assign dedicated individuals to monitor the plan.

Anti-Corruption Policy and Fraud Prevention Strategy

The Municipality has an Anti-Corruption Policy and Fraud Prevention Strategy already approved by Council a copy of which is hereto annexed for ease of reference. The Municipality's Anti-Corruption Policy and Fraud Prevention Strategy has been developed in accordance with the expressed commitment of Government to fight corruption. Accordingly, the risk register includes fraud risk. Fraud and corruption represent grave potential risks to the Mtubatuba Municipality's assets and reputation. The Municipality is committed to protecting its funds and other assets from the effects of fraud, corruption and any other irregularity. Mtubatuba Local Municipality (the Municipality) has adopted a zero-tolerance attitude with regard to fraud, corruption or any other irregularities, whether perpetrated by internal or external parties, and will vigorously pursue and prosecute any parties, which engage in such practices or attempt to do so, in accordance with applicable legislative provisions.

9.10.3 Establishment and Functionality of the Risk Management Committee/Combined Committee

The Mtubatuba Municipality has established a Risk Management Committee/Combined Committee. The Committee is functional with the members of the Risk Management Committee indicated in the table below:

Table Showing Risk Management Committee Members

MANCO RISK COMMITTEE	MEMBERS

9.11 A Comprehensive List of Council Adopted Municipal Policies

The HR Policies list is attached together with recently approved HR Policies.

POLICY	STATUS	NEXT DATE OF REVIEW
Occupational Health and Safety Policy	Approved	2019/2020
Employees Under the Influence of Intoxicating Substance Policy	Approved	2019/2020
Termination of Service Policy	Approved	2019/2020
Employee Wellness Policy	Approved	2019/2020
Whistle Blowing Policy	Approved	2019/2020
Revised Recruitment Policy	Approved	2019/2020

Work Attendance Policy	Approved	2019/2020
Attendance and Punctuality Policy	Approved	2019/2020
Employee Promotion Policy	Approved	2019/2020
Leave of Absence Policy	Approved	2019/2020
HIV/AIDS in the workplace Policy	Approved	2019/2020
Social Responsibility Policy	Approved	2019/2020
Termination of Employment Policy	Approved	2019/2020
Transport Allowance Policy	Approved	2019/2020
Training and Development Policy	Approved	2019/2020
Staff and Cllrs Skills Development Policy	Approved	2019/2020
Relocation Policy	Approved	2019/2020
Private Work and Declaration of Interest/s Policy	Approved	2019/2020
Employment Practice Policy	Approved	2019/2020
Promotion Policy	Approved	2019/2020
Skills Retention Policy	Approved	2019/2020
Succession Planning Policy	Approved	2019/2020
Communication Policy & Confidentiality Policy	Approved	2019/2020
Proposed Communication Strategy	Approved	2019/2020
Access to Employees File Policy	Approved	2019/2020
Sexual Harassment Policy	Approved	2019/2020
Employment Equity and Affirmative Action	Approved	2019/2020
Cellular Phones Policy	Approved	2019/2020
Scare Skills Policy	Approved	2019/2020
Use of Municipal Assets & Resources Policy and Acting Allowance Policy	Approved	2019/2020
Smoking Policy	Approved	2019/2020
Subsistence and Overnight Allowance	Approved	2019/2020
Security of Municipal Affairs Policy	Approved	2019/2020
Interview Questionnaire and Shortlisting	Approved	2019/2020

Criteria: Appointment of Staff		
Protective Clothing Policy	Approved	2019/2020
Pool Vehicle Policy	Approved	2019/2020
Experience Training Policy	Approved	2019/2020
Involvement of Spouses Accompanying Cllrs/Officials on Official Business	Approved	2019/2020
Mayoral Vehicle Policy	Approved	2019/2020
Investigation of Fraud and Corruption Policy	Approved	2019/2020
Induction Policy and Checklist	Approved	2019/2020
Absenteeism Policy	Approved	2019/2020
Internal Communication Strategy	Approved	2019/2020
Staff Placement Policy	Approved	2019/2020
Incapacity Due to ill Health/Injury Policy	Approved	2019/2020
Equal Opportunities Policy	Approved	2019/2020
Grievance Procedure	Approved	2019/2020
Disciplinary Policy	Approved	2019/2020
Capability Procedure	Approved	2019/2020
Absence Control Policy	Approved	2019/2020
Working Days and Hours Policy	Approved	2019/2020
Dress Code, Uniforms and Protective Clothing Policy	Approved	2019/2020
Leave and Desertion Policy	Approved	2019/2020
Incapacity: Due to Poor Work Performance Policy	Approved	2019/2020
Appointments and Probation Policy	Approved	2019/2020
IT Policy	Approved	2019/2020
Declaration of Interest Policy	Approved	2019/2020
Policy on the Hiring of Municipal Halls/Premises	Approved	2019/2020
SCM Policy	Approved	2019/2020
In-Service/Experiential Learning Policy	Approved	2019/2020

Human Resources Development Strategy	Approved	2019/2020
Municipal Vehicle Usage Policy	Approved	2019/2020
Level encashment Policy	Approved	2019/2020
OPMS Framework and IPMS Policy	Approved	2019/2020
<i>Batho Pele</i> Policy	Approved	2019/2020

Council Approved Financial Management Policies

The purpose of financial policies is to provide a sound financial environment to manage the financial affairs of the Municipality. The following are the key budget related policies:-

Table Showing Finance Policies at Mtubatuba Municipality

POLICIES	DATE OF ADOPTION
Credit Control and Debt Management	30 MAY 2018
Tariffs	
Indigent	
Supply Chain Management	
Cash and Bank Management and Investments	
Asset Disposal	
Asset Management	
Budget	
Virement	
Property Rates	

Table Council Adopted Sector Plans at Mtubatuba Municipality

No.	Sector Plan	Completed Y/N	Adopted Y/N	Date of review
1.	Spatial Development Framework	Yes	Yes	2017/2018
2.	Draft Disaster Management Plan (2015/16)	Yes	Yes	2017/2018
3.	Review of Mtubatuba LED Strategy	Yes	Yes	2017/2018
4.	Tourism Strategy	No	No	2019/2020
5.	Housing Sector Plan	Yes	Yes	2017/2018
6.	Financial Plan	Yes	Yes	2017/2018

9.12 Council Adopted and Promulgated Bylaws

Table Showing Aadopted Municipal By-laws

Draft By laws	Status
Keeping of animals by laws	Approved by Council they are on the gazetting stage
Cemetery and crematoria by laws	Approved by Council they are on the gazetting stage
Fire prevention by laws	Approved by Council they are on the gazetting stage
Parking by laws	Approved by Council they are on the gazetting stage
LED unit	Status
Business licensing by law	Approved by Council they are on the gazetting stage

9.13 Municipal Bid Committees, Functionality and Membership

The Municipality has established fully functional Bid Committees and are as follows:

- Bid Specification
- Bid Evaluation; and
- Bid Adjudication

The Bid Committee have a standing schedule of meetings and they meet according to their schedule.

Table Showing Current Members of the Bid Specification Committee

BID SPECIFICATION COMMITTEE	MEMBERS
Mr T.S. Mkhumbuzi	Chairperson
T.K. Manqele	Member
Ms L. Ngobese	Member
Mrs B. Mngomezulu	Member
Mrs W.E. Mthethwa	Member

Table Showing Current Members of the Bid Evaluation Committee

BID EVALUATION COMMITTEE	MEMBERS
Mr S.C. Mkhwanazi	Chairperson
Mr K.I. Mkhwanazi	Member
Mr L. Mngadi	Member
Mr S. Mthombeni	Member

Mr M.B. Ntombela	Member
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Table Showing Current Members of the Bid Adjudication Committee

BID ADJUDICATION COMMITTEE	MEMBERS
Mr N.N. Shandu	Chairperson
Mr N. Sawyer	Member
Mr Mbatha	Member

9.14 Municipal Public Accounts Committee (MPAC)

The MPAC was established on 20th September 2016. The MPAC is a committee of the municipal council, appointed in accordance with section 79 of the Structures Act. The main purpose of the MPAC is to exercise oversight over the executive functionaries of council and to ensure good governance in the Municipality. This also includes oversight over municipal entity. This committee is functional but still needs to improve on its functionality as its meetings do not sit as per approved municipal calendar.

The MPAC may engage directly with the public and consider public comments when received and will be entitled to request for documents or evidence from the Accounting Officer of a municipality or municipal entity.

The primary functions of the Municipal Public Accounts Committees are as follows:

- To consider and evaluate the content of the Annual Report and to make recommendations to Council when adopting an oversight report on the Annual Report;
- In order to assist with the conclusion of matters that may not be finalized, information relating to past recommendations made on the Annual Report, must also be reviewed. This relates to current in-year reports, including the quarterly, mid-year and Annual Reports;
- To examine the financial statements and audit reports of the Municipality and municipal entities, and in doing so, the committee must consider improvements from previous statements and reports and must evaluate the extent to which the Audit Committee's and the Auditor General's recommendations have been implemented;
- To promote good governance, transparency and accountability on the use of municipal resources;
- To recommend or undertake any investigation in its area of responsibility, after reviewing any investigation report already undertaken by the Municipality or the Audit Committee; and
- To perform any other functions assigned to it through a resolution of Council within its area of responsibility.

The MPAC reports to Council, at least quarterly, on the activities of the Committee which includes a report detailing its activities of the preceding and current financial years, the number of meetings held, the membership of the committee and key resolutions taken in the annual report.

Table Showing Members of the MPAC at Mtubatuba Municipality

MEMBERS OF THE MPAC	GENDER	AFFILIATION
Cllr R.B.B Mkhwanazi	Male (Chairperson)	D.A.
Cllr P.M Mkhwanazi	Male (Committee member)	ANC
Cllr G. Khumalo	Female (Committee member)	IFP
Cllr N.E Zuma	Male (Committee member)	ANC
Cllr M.C Funeka	Male (Committee member)	IFP
Cllr Z.W Mathonsi	Female (Committee member)	ANC
Cllr. K.N Mponshana	Female (Committee member)	EFF

9.15 Portfolio Committees (Representatives and Functionalities)

The Municipality has 4 Portfolio Committees that meet on a monthly basis and these are:

- Finance Committee,
- Corporate Services Portfolio Committee,
- Community Services Portfolio Committee,
- Technical and Infrastructure Services Portfolio Committee,
- Planning and Sustainable Development Portfolio Committee.

Table Showing Finance Portfolio Committee

No.	Name	Designation	Political Party	Contact Number
1.	Cllr V.M. Gumede	Mayor/Chairperson	IFP	082 908 7261
2.	Cllr N.J. Mlambo	Deputy Mayor/ Committee Member	IFP	076 664 2111
3.	Cllr M.Z. Shobede	Committee Member	IFP	073 3908 255
4.	Cllr M.Q. Mkhwanazi	Committee Member	IFP	082 906 3122
5.	Cllr M.P. Govender	Committee Member	IFP	076 769 1793
6.	Cllr A.V. Mabika	Committee Member	DA	062 3185 261
7.	Cllr M.A. Gina	Committee Member	ANC	079 7335 440
8.	Cllr V.T. Ncamphalala	Committee Member	ANC	072 8657 650
9.	Cllr P.S. Tembe	Committee Member	ANC	083 2414 584

10.	Cllr L.M. Mkhwanazi	Committee Member	AIC	072 1707 832
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Table Showing Community Services Portfolio Committee

No.	Name	Designation	Political Party	Contact Number
1.	Cllr M.Z. Shobede	Chairperson	IFP	073 3908 255
2.	Cllr A.V. Mabika	Committee Member	DA	062 3185 261
3.	Cllr N.G. Gina	Committee Member	IFP	079 4864 042
4.	Cllr P.K. Msweli	Committee Member	IFP	071 4448 660
5.	Cllr L.G. Mkhwanazi	Committee Member	IFP	078 2936 592
6.	Cllr K.N. Mpotshana	Committee Member	EFF	072 1885 254
7.	Cllr Z.W. Mhlongo	Committee Member	ANC	079 6933 711
8.	Cllr S.R. Khumalo	Committee Member	ANC	071 9902 506
9.	Cllr P.S. Tembe	Committee Member	ANC	083 2414 584
10.	Cllr D.R. Ntuli	Committee Member	ANC	082 7340 523
11.	Cllr V.T. Ncamphalala	Committee Member	ANC	072 8657 650
12.	Cllr T.P. Zikhali	Committee Member	ANC	072 5711 030
13.	Cllr T.W. Muyeni	Committee Member	ANC	078 2540 043
14.	Cllr L.M. Mkhwanazi	Committee Member	AIC	072 1707 832
15.	Cllr S.M. Khumalo	Committee Member	IFP	072 8507 046
16.	Cllr M.C. Funeka	Committee Member	IFP	079 0983 042
17.	Cllr Z.N. Mthethwa	Committee Member	IFP	079 5882 251
18.	Mr. M.M. Mkhwanazi	Inkosi	N/A	083 3989 002

Table Showing Corporate Services Portfolio Committee

No.	Name	Designation	Political Party	Contact Number
1.	Cllr M.Q. Mkhwanazi	Chairperson	IFP	082 906 3122
2.	Cllr G.B.M. Msane	Committee Member	ANC	082 3947 718
3.	Cllr S.J. Khoza	Committee Member	ANC	083 3296 688
4.	Cllr V.V.B. Madonsela	Committee Member	ANC	071 8860 459
5.	Cllr J.M. Gumede	Committee Member	ANC	071 6213 369

6.	Cllr S.N. S'biya	Committee Member	ANC	072 3116 862
7.	Cllr L.M. Mkhwanazi	Committee Member	AIC	072 1707 832
8.	Cllr P.V. Ntshalintshali	Committee Member	IFP	082 9301 373
9.	Cllr K.N. Mpotshana	Committee Member	EFF	072 1885 254
10.	Cllr A.V. Mabika	Committee Member	DA	062 3185 261
11.	Cllr L.G. Mkhwanazi	Committee Member	IFP	078 2936 592
12.	Cllr F.N. Mpanza	Committee Member	IFP	076 7944 454
13.	Cllr M.P. Govender	Committee Member	IFP	076 769 1793
14.	Cllr M.C. Funeka	Committee Member	IFP	079 0983 042
15.	Cllr M. Mthethwa	Committee Member	IFP	072 6051 395

Table Showing Technical/Planning & Economic Development Portfolio Committee

No.	Name	Designation	Political Party	Contact Number
1.	Cllr N.J. Mlambo	Chairperson	IFP	076 664 2111
2.	Cllr S.M. Khumalo	(Committee Member)	IFP	072 8507 046
3.	Cllr F.N. Mpanza	(Committee Member)	IFP	076 7944 454
4.	Cllr S.J. Shezi	(Committee Member)	IFP	072 8496 949
5.	Cllr R.M. Bukhosini	(Committee Member)	IFP	083 3486 129
6.	Cllr A.V. Mabika	(Committee Member)	DA	062 3185 261
7.	Cllr K.N. Mpotshana	(Committee Member)	EFF	072 1885 254
8.	Cllr L.M. Mkhwanazi	(Committee Member)	AIC	072 1707 832
9.	Cllr M.A. Gina	(Committee Member)	ANC	079 7335 440
10.	Cllr P.S. Mangele	(Committee Member)	ANC	072 6297 835
11.	Cllr P.M. Mkhwanazi	(Committee Member)	ANC	072 7126 098
12.	Cllr J.B. Lembede	(Committee Member)	ANC	072 5154 636
13.	Cllr M.P. Govender	(Committee Member)	IFP	076 769 1793
14.	Cllr S.M. Gumede	[Committee Member]	ANC	079 4844 458
15.	Cllr M. Mthethwa	Committee Member	IFP	072 6051 395
16.	M.M. Mkhwanazi	Inkosi		083 3989 002

9.16 Good Governance and Public Participation SWOT Analysis

Table Showing Good Governance and Public Participation SWOT Analysis

STRENGTHS	WEAKNESSES
Adopted and Council Approved IDP OPMS Framework and IPMS Policy Batho Pele Policy, Procedure Manual and SDIPs Establishment and functionality of Audit Performance Committee by council Establishment and functionality of Internal Audit by Audit Committee	Non-implementation of MEC-IDP COGTA Recommendations Non-implementation of OPMS, IPMS, Batho Pele Policy, Procedure Manual and Departmental SDIPs
OPPORTUNITIES	THREATS
Co-operative and willing/collaborative political and administrative leadership Council approved Audit Performance Committee Charter Council approved Internal Audit Charter and Audit Coverage Plan Development of an action plan to address gaps	Non-Co-operative and unwilling/non-collaborative political and administrative leadership Non- adoption of OPMS Framework/IPMS Policy by Council Failure to approve charters by Council Failure to approve credible Internal Audit Report Non-adoption of IDP

9.17 Ward Based Planning

- Mtubatuba has undertaken training for Cllrs and Ward Committees on Ward based plans
- Ward based plans have been developed for each Ward
- All prioritized projects are as per the Ward based plans
- There is alignment in /Ward based plans and IDP all projects and situational analyses are from Ward based plans

9.18 Land Use Management

9.18.1 Municipal Planning Tribunal

It was resolved by the local municipalities under the uMkhanyakude District Municipality that they would establish a District Joint Municipal Planning Tribunal (JMPT) and an agreement to this effect was signed by the local municipalities in May 2018.

The functionality of the JMPT meetings is set to commence from June 2018 henceforth. Mtubatuba Municipality complies with Regulation 14 of SPLUMA (2013) in terms of processing the development applications. The SPLUMA By-laws were gazetted and adopted in 2017. Training for Councillors and officials on SPLUMA was conducted by the Municipality in May 2018. The Municipality resolved to use the District EXCO as an appeal authority.

Table Showing SWOT Analysis

STRENGTHS (Internal)	WEAKNESSES (Internal)
Ward based plan in place	Implementation of the new template for the ward based plans
OPPORTUNITIES (*External)	THREATS (External)
Establishment of the JMPT and agreement thereof	Non functionality of the JMPT

10. KEY CHALLENGES

10.1 The conclusion of the Situational Analysis at Mtubatuba Municipality encompasses the identification of Key Challenges.

10.2 Key challenges explained

Table Showing Cross Cutting Interventions

KPA 6: CROSS CUTTING INTERVENTIONS			
GOAL	STRATEGIC OBJECTIVES	STRATEGIES/PROJECTS	RESPONSIBILITY
Adapt and respond to climate change Ensure integrated land use management use across Mtubatuba, ensuring equitable access to goods and services attracting social and financial management. To promote integrated and sustainable environment	To ensure integrity and quality of physical environment underpinned by a coherent spatial development pattern	▪ Maintain and improve the environmental integrity of the Municipality and its resources ▪ Implement a functionally structured spatial development pattern guided by identified nodes and corridors through an effective land use management system ▪ Facilitate fully coordinated planning	Planning & Economic Development Department

		and development activities of the Municipality ▪ Conduct an assessment on effectiveness of prevention, mitigation and response to Disasters of the Municipality	
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10.3 Source of Key Challenges

Each Key Challenge is clearly explained to ensure a essential understanding for effective intervention.

In line with the above, the Key Challenges were derived from the status quo including the various KPA SWOT Analyses.

The reviewing of the IDP took into cognisance the performance from the previous year in order to guarantee that the current IDP would address any shortcomings and enhance.

10.4 Annual Performance Report 2016/2017

SECTION D:
VISION, GOALS, OBJECTIVES AND STRATEGIES

11. MUNICIPAL VISION, GOALS AND OBJECTIVES

11.1 Mtubatuba Municipality IDP Vision

“To be A dynamic municipality, delivering quality services and responding to community challenges by 2035”.

Mission Statement

In order to achieve the above vision, Mtubatuba Municipality is committed to working with it's communities and stakeholders at large:

- Delivering **basic services** in a sustainable manner
- Investing in new infrastructure
- Creating conducive environment for **economic growth & development**
- Encourage active citizenry and public participation
- Maintaining the globally **renowned heritage site and tourist** destination through environmental management

Core Values

The *Batho-Pele* Principles are central to the operations of the Mtubatuba Municipality, therefore informs the relations and interaction between Mtubatuba and it customers, community and other stakeholders. The following are the values upon which the Municipality operates:

- Professionalism;
- Transparency;
- Innovation;
- Excellence;
- Integrity

11.2 The Municipal Strategic Programme Aligned to the 5 KPA's and 6th with KZN-KPA

Table Showing Mtubatuba Municipality's Goals Aligned to KZN KPAs

KEY PERFORMANCE AREAS	ISSUES TO BE ADDRESSED (GOALS)
Municipality Transformation & Institutional Development	Human Resource Development and ensure compliant HR System
Basic Service Delivery and Infrastructure Development	Provide access to comprehensive basic services and infrastructure
Social and Economic Development	Promote inclusive economic growth, development and support
Good Governance and Public Participation	Promote good governance and policy compliance
Municipal Financial Viability and Management	Achieve financial sustainability and viability
Cross-Cutting Interventions	Promote environmental sustainability and spatial equity

Figure Showing KZN PGDS in re: Mtubatuba Municipality



11.3 Defining a Goal, Objective and Strategies

For all intents and purposes, it is important to the Municipality to clearly articulate the distinctions between a Goal, Objectives and Strategies. The following is how the Municipality has defined the three concepts:

- **GOAL:** A goal can be defined as an observable and measurable end result or outcome which one may set and endeavor to achieve in terms of a fixed time-frame. In the context of IDP Strategic Planning for Mtubatuba Municipality goals should refer to specific targets which serve as major steps to achieve the vision of the Municipality, in other words the desired destination where the Municipality desires to arrive at. In achieving a goal/s it is imperative that the Municipality take the necessary *objective* step and apply a particular *strategy*.
- **OBJECTIVE:** An objective plays the role of being the defined as a step that one must take in order to achieve not only the goal, but the strategy which is necessary to achieve the set goal. An objective is therefore the desired step that is taken or applied in order to achieve the strategy, taking into account all related aspects that are intertwined with the end result. They are tools that underline all planning and strategic activities. It is therefore imperative to note that one may use a number of objectives in order to arrive at the destination. Goals and objectives are often confused as meaning one and the same thing, but they are very distinct.

- **STRATEGY:** Can be defined as a clever way or powerful tactic that one must apply in endeavor to achieve the set goal. In this instance, the strategy fundamentally plays the role of being the reason why the Municipality has to do what it has to do in order to achieve the set goals.

11.4 Long Term Development Goals, Objectives and Strategies, Structured into 6 KPAs

Table Showing Municipal Transformation and Organisational Development

KPA 1. MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT			
GOAL	STRATEGIC OBJECTIVES	STRATEGIES/PROJECTS	RESPONSIBILITY
Support skills development through economic growth	To provide effective and efficient human resource management aimed at achieving a skilled workforce that is responsive to service delivery and change	Implementation of the Human Resource (HR) Development Strategy Council adoption of the Employment Equity Plan Adoption of Workplace Skills Plan (WSP)	Corporate Services
To build competent human capital for the development of Mtubatuba	To ensure effective and efficient administrative services	Conduct an assessment on provision of administrative support	

KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT			
GOAL	STRATEGIC OBJECTIVES	STRATEGIES/PROJECTS	RESPONSIBILITY

Ensure access to affordable, reliable, sustainable and modern energy for all To build new and maintain the existing infrastructure to ensure sustainable services	To provide high quality infrastructure network to support improved quality of life and economic growth	New infrastructure development Planning and implementation of support programmes aimed at Improving coverage and quality of infrastructure within the Municipality Maintenance of existing Infrastructure to ensure sustainable services	Technical & Planning Services Department
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KPA 3: Local Economic Development And Social Development			
GOAL	STRATEGIC OBJECTIVES	STRATEGIES/PROJECTS	RESPONSIBILITY
Promote participative, facilitative and accountable governance To create a conducive and enabling environment for economic growth and development	To expand local economic output and increase quantity and quality of employment opportunities	▪ Review of LED Strategy ▪ Ensure improved quality of employment opportunities and to raise income levels of employed population ▪ Increase in business skills levels within the municipal area of jurisdiction	Technical & Planning Services Department

KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION			
GOAL	STRATEGIC OBJECTIVES	STRATEGIES/PROJECTS	RESPONSIBILITY
To promote good governance and public participation Promote participative, facilitative and accountable governance	To ensure excellence in governance and leadership	Implementation of Risk management programmes Coordination of committees responsible for oversight in the Municipality Regular public participation in	Office of the Municipal Manager

		municipal businesses Implementation of IGR programmes Coordinate council committees and structures Implement internal audit systems Coordinate IDP and PMS processes Coordination of Back-to-basics programme	
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KPA 5: FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT			
GOAL	STRATEGIC OBJECTIVES	STRATEGIES/PROJECTS	RESPONSIBILITY
To promote municipal financial viability and management	To ensure effective and efficient municipal financial management	Develop and implement cash flow management plans	Finance Department
		Monitoring of MFMA implementation	
		Develop and implement cash and credit management plans	
		Develop a credible budget and report in accordance with the provisions of the MFMA	
	To ensure a fully-capacitated Budget and Treasury office	Filling of all critical posts within the Department	
	To ensure an effective advisory role to management and council	Development of a Procurement Plan	
		Development of Budget steering committee	

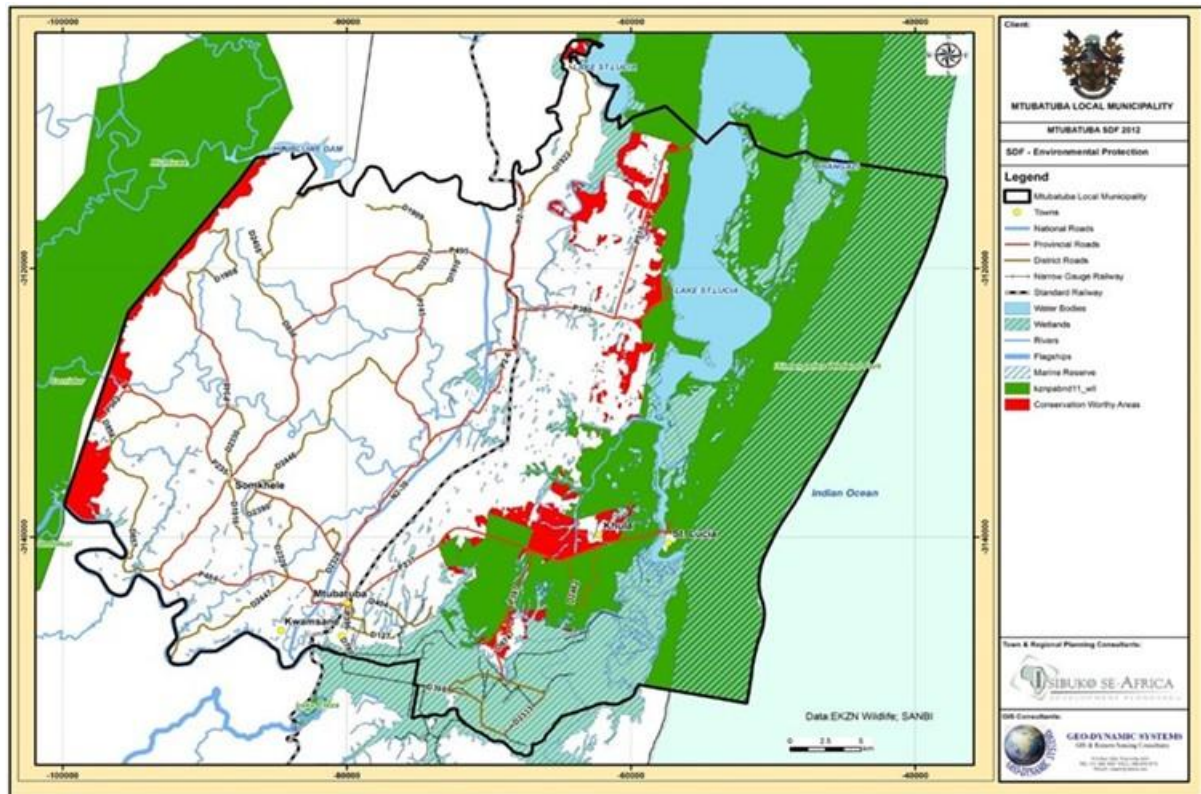
KPA 6: CROSS CUTTING INTERVENTIONS			
GOAL	STRATEGIC OBJECTIVES	STRATEGIES/PROJECTS	RESPONSIBILITY
Adapt and respond to climate change Ensure integrated land use management use across Mtubatuba, ensuring equitable access to goods and services attracting social and financial management. To promote integrated and sustainable environment	To ensure integrity and quality of physical environment underpinned by a coherent spatial development pattern	▪ Maintain and improve the environmental integrity of the Municipality and its resources ▪ Implement a functionally structured spatial development pattern guided by identified nodes and corridors through an effective land use management system ▪ Facilitate fully coordinated planning and development activities of the Municipality ▪ Conduct an assessment on effectiveness of prevention, mitigation and response to Disasters of the Municipality	Planning & Economic Development Department

11.5 Goals and objectives UNPACKED AS PER 6 KZN KPAs

The goals and objectives are unpacked as per 6 KZN KPAs (As contained in the IDP format guidelines).

SECTION E: STRATEGIC MAPPING-1

Map Showing Environmental Protection -2



Biodiversity and Protected Areas

- Conservation worthy areas characterise the most dominant land features within the Mtubatuba Municipality. Most of the biodiversity resources of the area are incorporated into the well-established protected areas under the management of the Ezemvelo KZN Wildlife. This ensures that the biodiversity resources pitched at the provincial level but found within the Mtubatuba Municipality enjoy appropriate conservation and protection. Mtubatuba Municipality is located within a region which is well recognized for its contribution to the conservation of biodiversity through the establishment of protected area systems. ISimangaliso World Heritage Site is one of the two (2) internationally recognised protected areas in KwaZulu-Natal. It biodiversity functions.
- in terms of promoting different and unique ecosystems which support various forms from microorganism to elephants is well recorded. The protected area systems within the region also include an equally recognised centre of protecting the provinces biological resources – Rhinos, etc in the form of Hluhluwe-Mfolozi. Both of these protected areas are discussed in length in this document.

To insert Agricultural Potential Map

Agricultural Potential

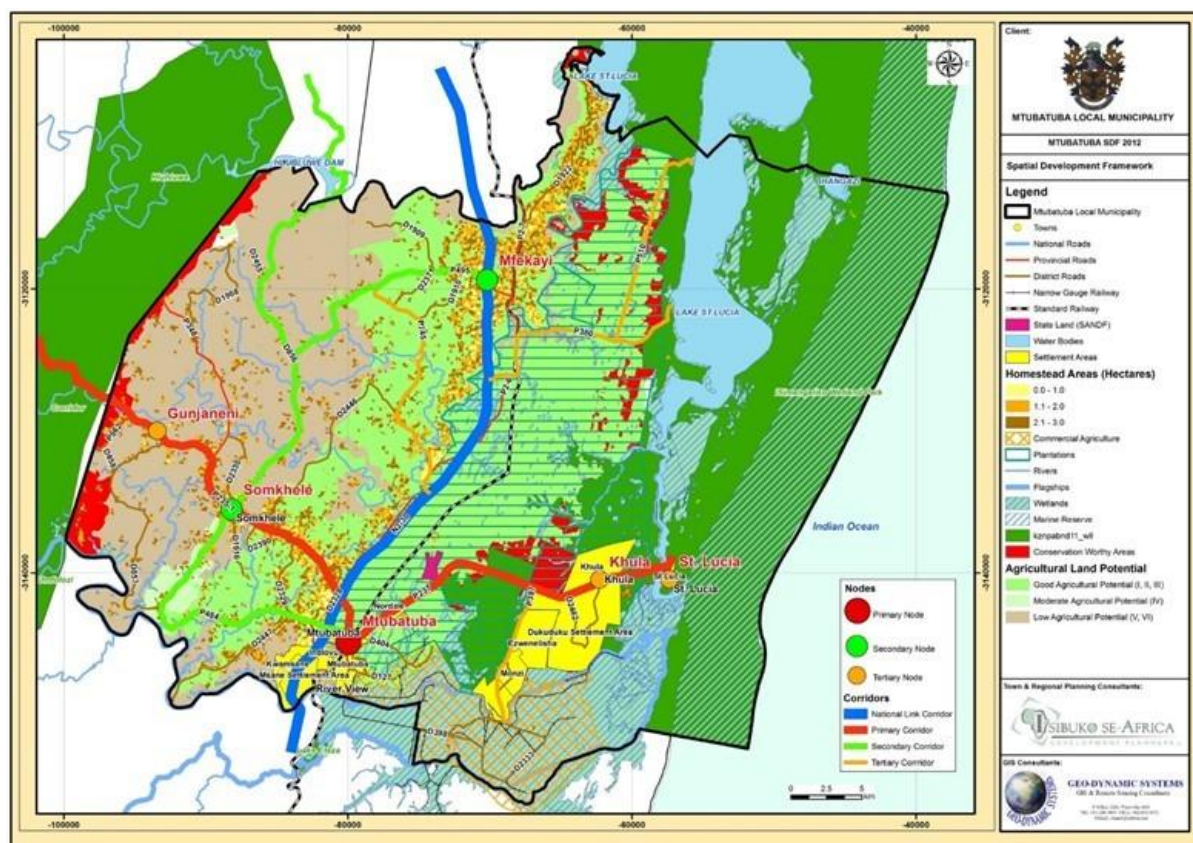
Land capability of the Mtubatuba Municipality is theoretically significantly high. Only an estimated 20% of the total land area of the municipality has land with minor limitations to agricultural production. The remaining 80% is either not arable or has severe limitations to agriculture. Unfortunately, the limited land for agriculture is decimated by extensive settlement and other land uses. Currently, it appears that commercial agriculture is not a viable land use option for a development programme can be targeted.

Table Showing Distribution of Agricultural Land in the Municipality

LAND POTENTIAL	UNTRANSFORMED LAND (HA)	TRANSFORMED LAND (HA)
Good Land Potential	9867.35	21898.57
High Land Potential	11486.51	4535.30
Low Land Potential	163.69	38.22
Moderately Good Land Potential	24064.19	20640.74
Relatively Good Land Potential	3279.32	3057.83
Very High Land Potential	22410.63	44357.49
TOTAL	71271.69	94528.15

To insert Disaster Risk Profile Map

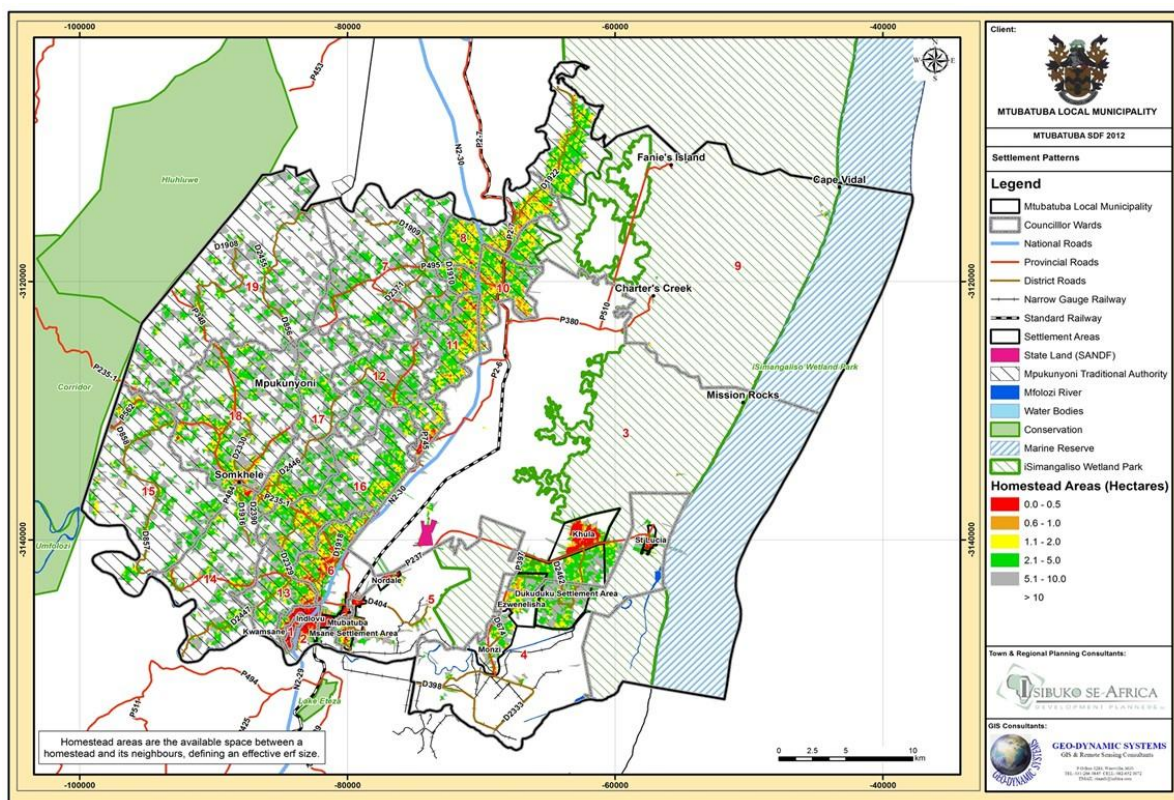
12.1.2 Desired Spatial Outcomes

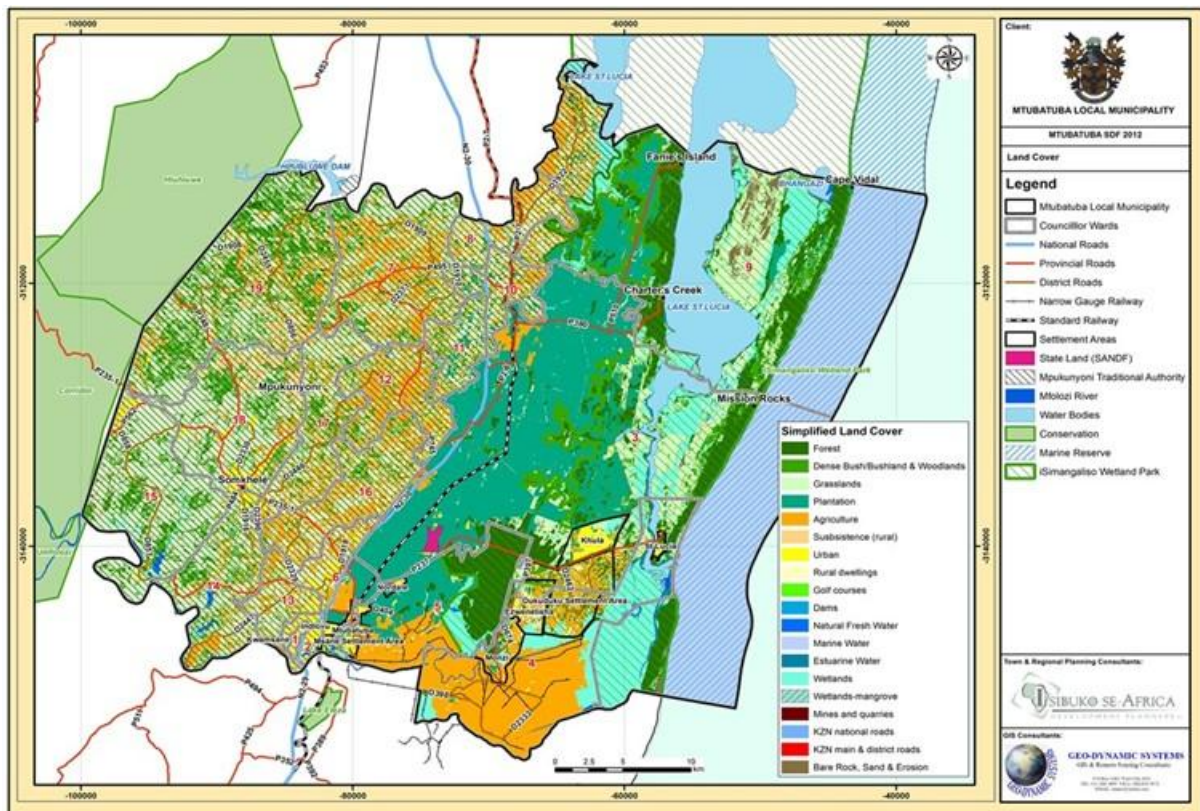
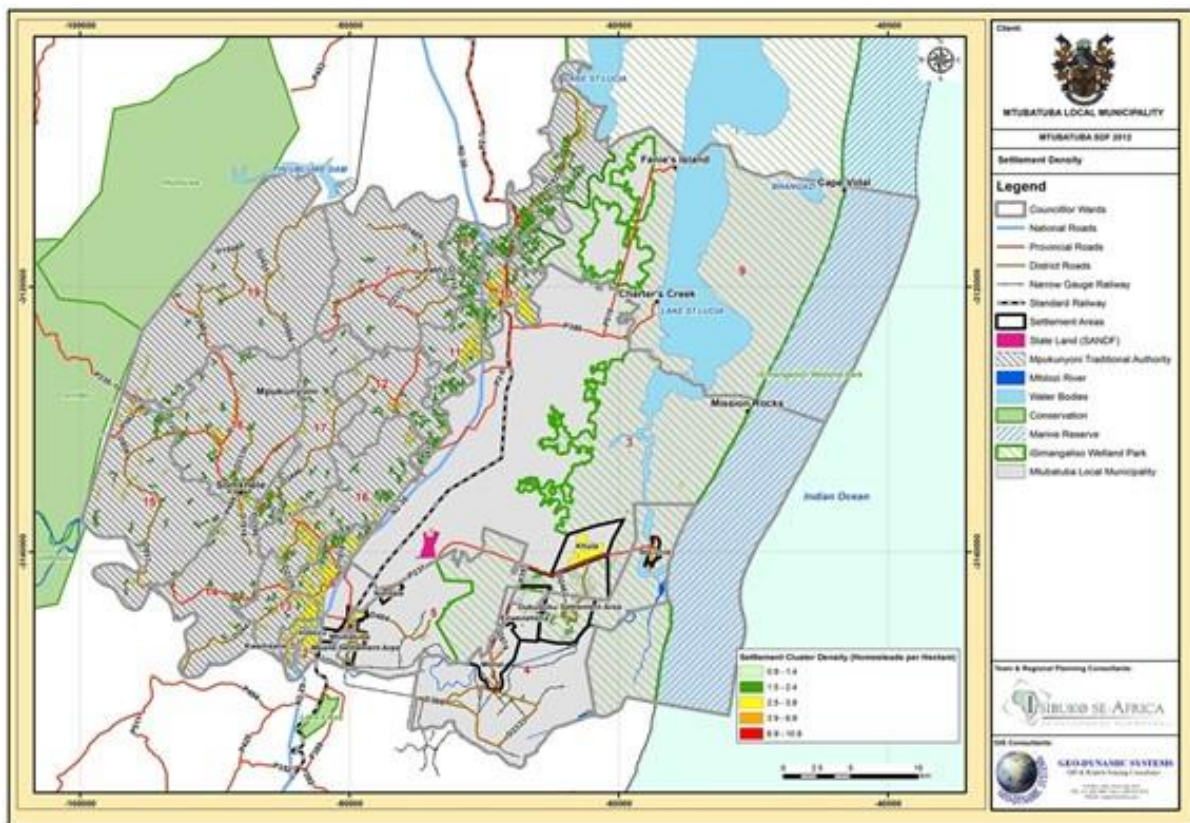


12.1.3 Mapping Aligned with the Key Challenges, Vision, Goals and Objectives

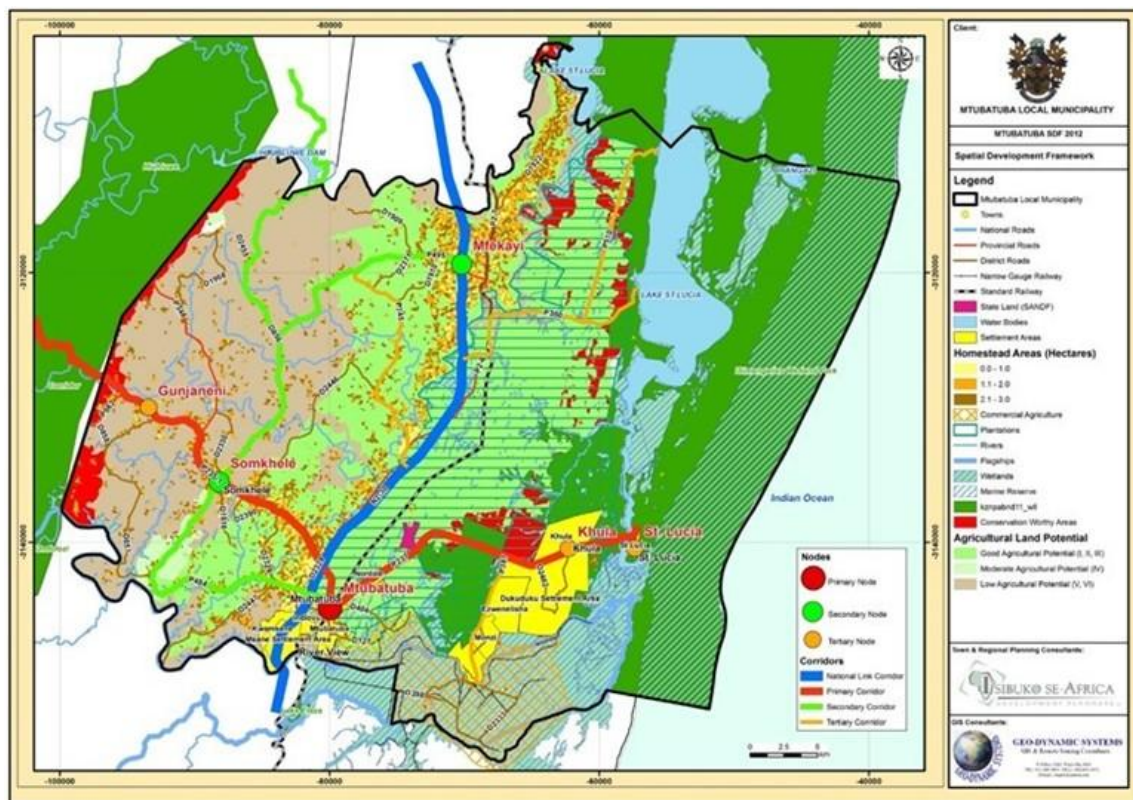


12.1.4 Maps Showing the Desired Spatial Form and Land Use

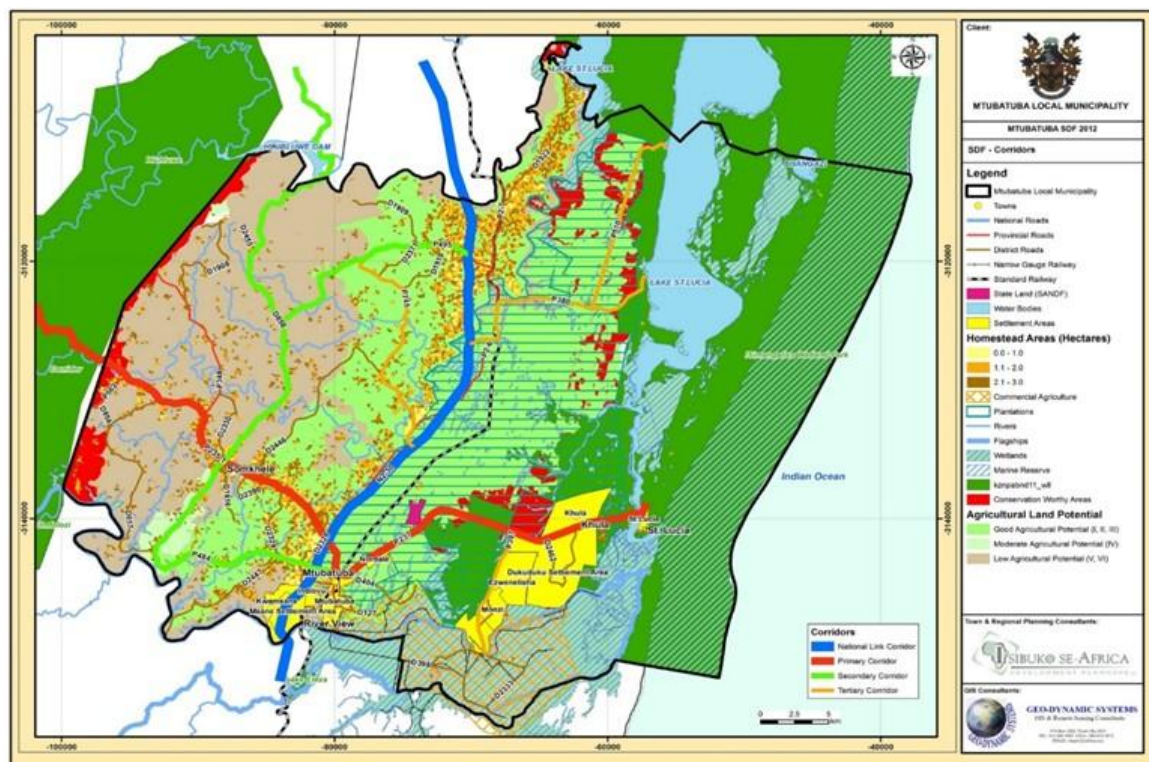




12.1.5 Map Reflecting the Spatial Reconstruction of Mtubatuba Municipality



12.1.6 Maps Providing Strategic Guidance in Respect of the Location, Nature of Both Public and Private Development



Development Corridors

The N2 is the Primary transportation route that traverses the municipality in an east/west direction. The corridor is however, largely a movement corridor between the dominant urban cores and has brought limited development prospects into the municipal area. Due to the limited access nature of this road, opportunity points exist at key intersections and off-ramps along its length. Off-ramps into Mtubatuba town and Mfekayi offer considerable development opportunities. As such, both these off-ramps are identified in this SDF as development nodes and are prioritised for spatial planning and strategic initiatives. Development along the N2 Development Corridor should follow the following guidelines:

- The N2 is national limited access and high speed public transport routes; as such direct access onto these roads is subject to the national road transport regulations.
- Higher order land uses should be accommodated in the nodes, but lower order land uses could develop in a linear fashion subject to alternative access opportunities; and
- A 15m buffer should be observed from the boundary of the road reserve. This has implications for settlements that have encroached onto the buffer areas.



Primary Development Corridor

P235 Corridor is one of the new provincial northern east-west linkages connecting the iSimangaliso Wetland Park with the Zulu-heritage areas of Nongoma and Ulundi through Hluhluwe-Mfolozi Game Park. At a regional scale, it links a number of nodes from St Lucia through Mtubatuba to Hlabisa and Nongoma. At a local level, it connects development nodes such as St Lucia, Mtubatuba and Somkhele. It is also the main access route to Hluhluwe-Mfolozi Game Park from the east and serves as the main access route to areas such as Somkhele and Hlabisa Development nodes, and settlements such as Mpukunyoni to the west and Dukuduku Resettlement area to the east.

- This corridor occurs mainly along provincial arterial routes and any development occurring along the corridor should observe the rules and regulations of the provincial department of transport. This corridor is divided into three segments taking into account the character, nature and extent of development along its length.
- The part between Mtubatuba and St Lucia runs through highly environmentally sensitive areas with a significant portion falling within the iSimangaliso World Heritage Site and its buffer zone. Development initiatives that seek to enhance quality of the environment and the associated tourism economy will be promoted in this area, particularly in the tertiary node at the entrance to Khula Village. The resettlement programme is supported as it embraces the notion of sustainable development and seeks to balance the livelihood needs of the local communities and that of conservation. The area towards Mtubatuba is dominated by forestry plantations. The long-term impact of these plantations on the natural environment should be investigated.

- The second portion runs from Mtubatuba Town to the new N2 interchange (Nkodibe). Although this area is currently used for agricultural purposes including forestry, it has potential to develop into a mixed use activity corridor linking the town with the N2 national corridor. It runs through the CBD extension precinct. This road should be upgraded as part of the development of the area between the N2 and the town so that it is able to carry increased volumes of traffic. It has potential to serve as a limited access activity spine (mixed land use corridor).
- The third component runs through various parts of Mpukunyoni from the N2 interchange (Nkodibe) to Hluhluwe-Mfolozi Game Park. Somkhele secondary node is the major node along this part of the corridor with an incipient node at Nkodibe. Settlements located along this corridor will be prioritised for the development of sustainable human settlements given the increasing densities and demand for land in this area.
- Secondary Development Corridors

Secondary development corridors are the major link roads connecting major parts of the municipality. They have been identified based on the character of the area, intensity of use and number of households/settlements that derives access from each of these connector/distributor roads. A large number of secondary corridors occurs along both provincial and district routes:

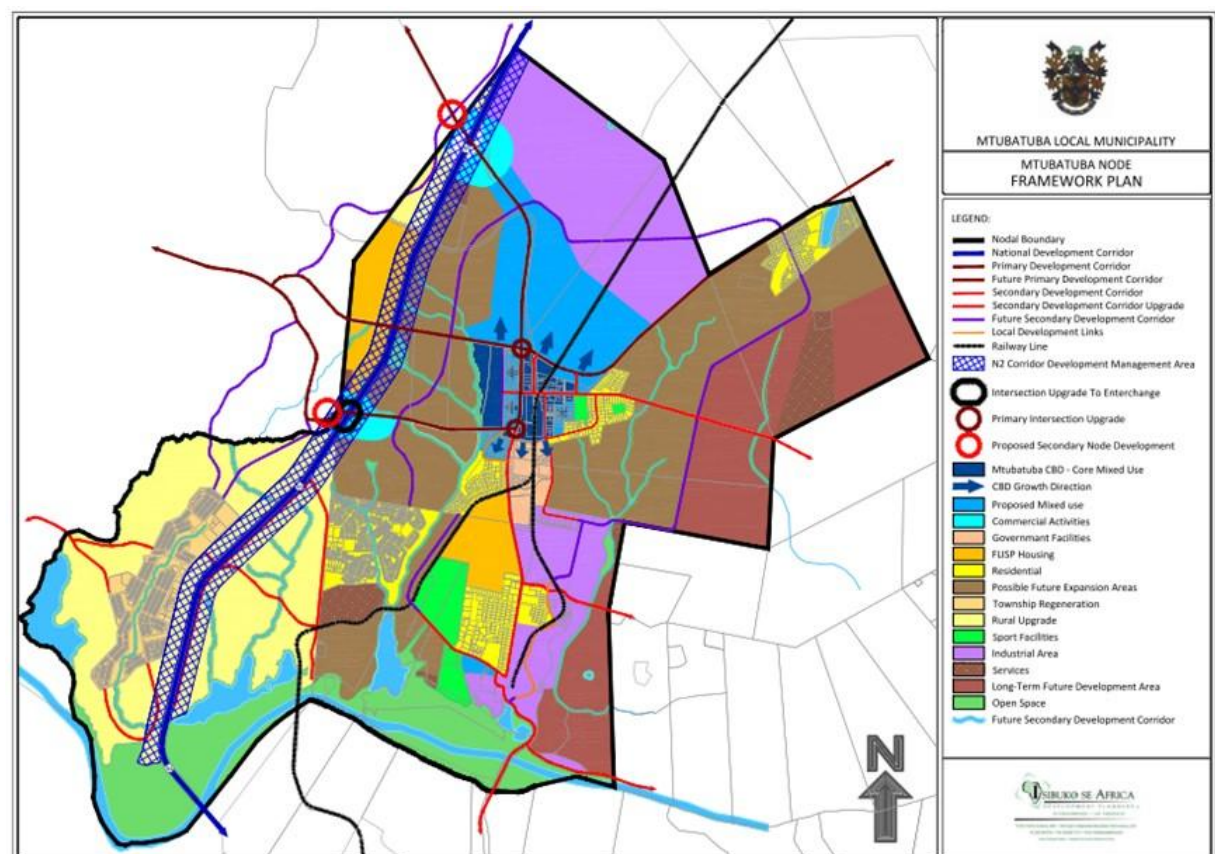
- P484 runs from Mtubatuba Town through Bhoboza via Isinamuva to Somkhele node. This corridor runs through dense to sparsely populated settlements connecting them together to form a rural spatial system. The intention is to focus and cluster development at strategic intersections in a manner that will improve access to public facilities and services, while also generating local economies. However, sections of this corridor, particularly the area where the proposed Isinamuva Cultural village will be located, Mfolozi River and the P495 development corridor is a continuation of P484 corridor. It runs from Somkhele Node in a north-south direction to Mfekayi Secondary Node. It also connects a number of rural settlements together and provides opportunities for the development of mixed land nodes at key road intersection. These opportunities should be optimised and used for the location of facilities that serve a cluster of settlements.
- P397 which branches off P237 primary development corridor linking areas such as Monzi and Zwenelisha back onto the primary corridor. Monzi is a predominantly agricultural settlement while Ezwenelisha forms part of the Dukuduku Resettlement Programme.
- P2-7 runs almost parallel to the N2 and the railway line in a north-south direction. It serves the main access route to KwaMsane and connects this township to the surrounding areas such as Ndlovu Village.

Tertiary Development Corridors

Tertiary corridors links service satellites in the sub-district and provides access to public and commercial facilities at a community level. A number of these are distributed throughout the municipal area and serve to knit together villages at a local level. The majority of these roads are also in a bad condition and requires urgent attention. The key tertiary secondary corridors include the following:

- D1922 which runs from Mfekayi Node to the Lake and Camp Site. The road runs through one of the dense rural settlements within Mtubatuba and serves as the only area where the Mpukunyoni community has direct access onto the lake.
- D856 which is the main link between Mpukunyoni and Mdletshe Traditional Council Areas.
- D1913 which links P495 and the N2. This road runs through dense settlements located along the N2.
- D857 which links P483 and P235. This road runs almost parallel to Mfolozi River thus creating opportunities for the tourism development in the area.

Map Showing Mtubatuba Development Framework Node



Development Nodes

An activity node is a place of high accessibility onto which both public and private investments tend to concentrate. An activity node offers the opportunity to locate a range of activities, from small to large enterprises, often associated with mixed-use development. They are generally located along or at the cross-section of development corridors. Activity nodes have the potential to be an important sub-regional structuring device. They serve as points in the spatial structure where potentially access to a range of opportunities is greatest, where networks of association create diversity and where people are able to satisfy the broadest range of their day to day needs. Being points of maximum economic, social and infrastructure investment, as well as representing established patterns of settlement and accessibility, these nodes must be regarded as primary devices on which to anchor the structure of the sub-regional spatial system.

Economic Hub: Mtubatuba Town

Mtubatuba town is the commercial, industrial and service hub within the Mtubatuba Municipality. It is situated adjacent to the N2 and astride the main railway line and station. As the main trading centre, Mtubatuba is developed with a range of commercial and social facilities which accounts for its role and attest for its potential to develop into a major economic hub and service centre in the northern part of KwaZulu-Natal. It is strategically located in relation to the N2 national/provincial corridor, iSimangaliso World Heritage Site and Hluhluwe-Mfolozi Game Park which are both prime tourist destinations of international significance. However, despite the historical role of the town, it has not realised its potential due to the lack of forward planning and investment in critical infrastructure. The Mtubatuba Municipality has identified and prioritised the following spatial planning directives critical interventions for Mtubatuba to realise its potential:

- CBD regeneration initiative focussing mainly on the formulation of a strategic framework and development programme to upgrade infrastructure, extend infrastructure to economic opportunity areas and promote private sector investment in town. This may include identification and development of catalytic public sector projects.
- Spatial restructuring focusing mainly on the integration of disparate components of the town which, to a large extent, still reflects the remnants of the apartheid past. This includes transformation of areas such as KwaMsane into an economically generative and sustainable human settlement, as well as facilitating infill development in the open areas that separates different parts of the town.
- Future growth of the town should be directed mainly towards the N2 as a means to unlock the opportunities this corridor presents to the area.
- Mixed use development should be promoted in the precinct between Mtubatuba Town and KwaMsane as a means to facilitate spatial integration between the two areas.

- The Mtubatuba Town Planning Scheme-in-course-of-preparation (Mtubatuba Scheme) should be reviewed and updated in line with the Planning and Development Act.
- Development of infrastructure that would enable the town to play its role as the regional hub and service centre. This includes promoting projects that are intended to provide service to the municipal area as a whole and beyond.
- Introduction of urban growth management systems and procedures such as urban edge, service delivery line, densification, etc as a means to curb urban sprawl and outwards expansion as evident in KwaMsane.
- Establishing working relationship with Mpukunyoni Traditional Council focusing mainly on the management of settlements and allocation of land for different land uses just outside the urban edge.
- Initiating programmes to improve the aesthetic character of the town. This may include landscaping, development of landmarks and urban design features.
- ST. Lucia Node Tourism Node

St Lucia is effectively an eco-tourism node given its location within iSimangaliso Wetlands Park and dominance of tourism related activities. These include tourist accommodation, activities and products with the surrounding natural environment being one of the key attractions. The town is in fact, located within a protected nature conservation area. While this accounts for a thriving tourism industry in the area, it also limits further expansion of the town. Any outward or even upwards expansion in St Lucia is likely to have serious impact on the natural environment and may even undermine conservation efforts and the associated tourism economy. Future development within this node should substantially follow the following guidelines/directives:

- Initiatives that support nature conservation and the associated eco-tourism should be promoted and supported. This will enhance the role of St Lucia as an eco-tourism town.
- Redevelopment on the existing development footprint which may involve putting down some existing structures and replacing them with new econ-friendly ones.
- The existing town planning scheme should be reviewed to provide for the changing role of the town. St Lucia is no longer a small isolated fishing town, but one of the major nodes within a tourist destination of international significance.
- Urban design features should be introduced along the main road that runs through the town with a major focus being paid to the balancing of pedestrian and vehicular traffic, and improving the aesthetic character of the town.
- The surrounding natural environment serves as an urban edge and should be observed as such. Any outwards expansion should not be promoted. This includes areas across the river.

- The town is one of the nodes within iSimangaliso Wetlands Park. As such, initiatives that reinforce functional and spatial integration with the other nodes should be promoted.
- Intensity of development within the town should be kept at low to medium density through the introduction of height and density controls. Buildings with more than three storeys in height should be avoided as a means to curb visual impact.
- Well designed and appropriately located facilities for informal trading (arts, craft, fruits and vegetables) should be developed as a means to manage and integrate informal trading into the mainstream economy.

➤ Secondary Node: KwaMsane Town Centre

KwaMsane Town Centre is located within KwaMsane Township west of Mtubatuba Town. Access to the town centre is achieved through the main road linking KwaMsane Township and Mtubatuba town. It was developed as the main commercial and service centre for the former R293 Township. KwaMsane Town Centre is currently developed with basic commercial facilities and has not benefitted from strategic planning. The town centre is well positioned to be developed with a range of public facilities, commercial and light/service industrial uses and any other activities that supports sustainable urban development. Future initiatives to facilitate redevelopment of this node should focus on the following:

- Provision of bulk infrastructure particularly electricity, roads and sewerage.
- Preparation of an urban design framework for the future development of the node. The area is poorly developed and lacks character.
- Improving the aesthetic character of the area through projects designed to create an attractive business environment general outlook of the area
- Land use planning including a clear identification of land for the development of different uses including commercial, light/service industry, public facilities, etc.
- Functional integration of the town centre into the surrounding environment through public open spaces, pedestrian walkways, etc.
- Improving access to the town centre and linkages with the surrounding areas including the rural settlements.
- Improve open space system through the creation of environmental management corridors and development of functional public open spaces.

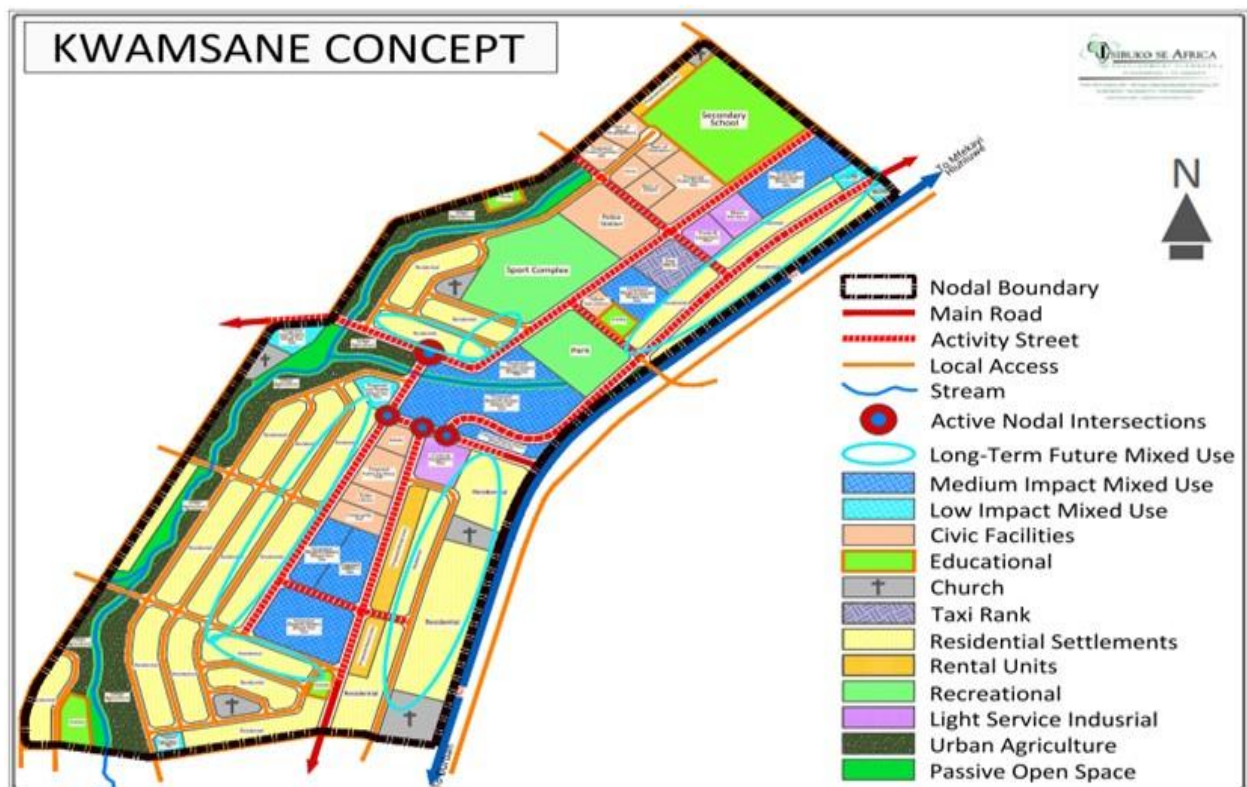
The town centre also provides opportunities for the development of new residential products including social housing and community residential units (CRUs).

Secondary Node: Mfekaye Service Centre

Mfekaye Node is strategically located along the N2 national corridor. It lacks formal planning, and is poorly developed with the necessary infrastructure. It occurs in the form of a strip of development stretching for about 600m along the N2 with two incipient nodes occurring at each end. Zamimpilo accounts for the northern part of the node while some local convenient shopping and public facilities are located at the other end.

Mfekaye has potential to develop into a functional mixed land use node serving both the local community and the tourism industry. As such, initiatives that seeks to strengthen either of these roles will be supported in this node. These may include the following:

- Linking Mfekayi and Zamimpilo through roads that runs parallel to the N2.
- Consolidation of Zamimpilo as a tourism development node. This may involve the upgrading of the Arts and Craft Centre, development of an art gallery, market and d limited commercial facilities such as restaurants or coffee shop.
- Upgrading of the off-ramp (main access to Mfekayi) to comply with the SANRAL requirements.
- Improving access roads to the node, particularly its linkages with Fanie's Island and iSimangaliso Wetlands Park



12.1.7 Alignment with Neighbouring Municipalities

The Mtubatuba Municipality forms part of a larger system of local governance and regional economy in the form of Umkhanyakude District, and shares borders with Mfolozi Municipality which fall under Uthungulu District. It is influenced and also influences development in the neighbouring areas. Therefore, it is critically important to maintain alignment with spatial planning for the neighbouring municipalities in a manner that facilitates cross-boundary planning and development. Cross-border planning issues have become more prevalent and significant. The main focus is on strategic or shared development issues that would benefit from a joint approach and engaging with the relevant neighbouring authorities to explore mutually beneficial opportunities.

Mfolozi Municipality

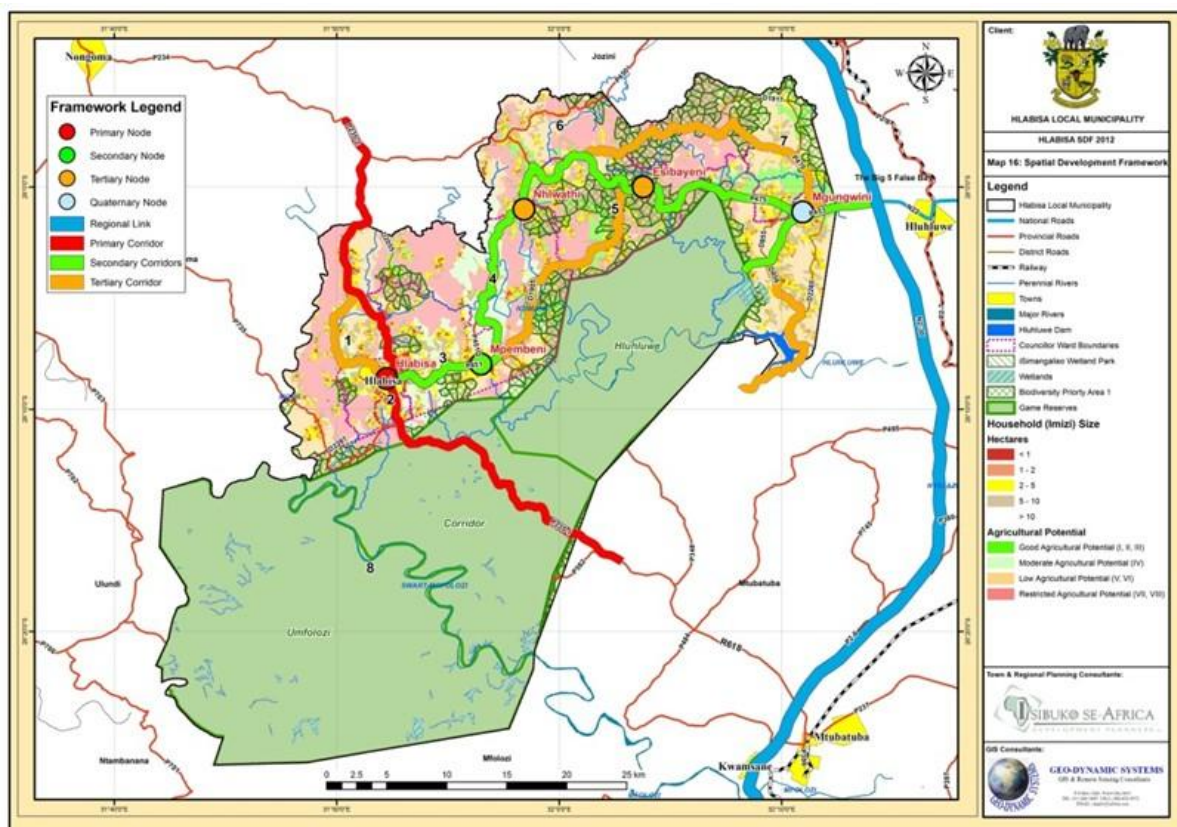
- Mfolozi Municipality is located to the south of Mtubatuba Municipality across the Mfolozi River. The latter establishes common interests, but also serves not only as a boundary but also a natural barrier limiting the level of interaction between the two areas. Cross-boundary planning issues between the two municipalities include the following:
- Mfolozi River catchment which is critically important for the ISimangaliso Wetlands Park. Substantial parts of both municipalities fall within this catchment and impacts on its quality.
- The N2 national and provincial corridor with both Mtubatuba and Mbonambi being small rural nodes located along the corridor. Both towns have suggested substantial urban development in each of these towns as a means to exploit the opportunities associated with the of the N2
- Both areas are located along the coastline and are subject to national coastal management programmes. This includes areas that fall under the management of Ezemvelo KZN Wildlife and a critically important for bio-diversity.
- Both municipalities fall within the greater Empangeni-Richards Bay economic functional region.



Hlabisa Municipality

Hlabisa Municipality is located to the west of Mtubatuba and is one of the 5 local municipalities within Umkhanyakude District. Cross-boundary spatial planning issues between the two municipalities include the following:

- Mfolozi-Hluhluwe Game Park forms the boundary between the two municipalities although it is located in its entirety within Hlabisa Municipality. Land use activities along the boundary may impact on the quality of the park as a conservation node and a prime tourist destination. The park presents opportunities for tourism development in Mpukunyoni.
- P235 Development Corridor runs through both municipalities linking ISimangaliso Wetland Park along the coast with the Zulu-Heritage areas of Nongoma and Ulundi. This road is also identified as a provincial corridor with both conservation and tourism development potential.
- Tourism development with both areas being developed with a range of tourism products and activities and forming part of the Elephant Coast.
- Hlabisa being the main forms part of the Greater Mtubatuba economic functional area with Mtubatuba being the main town in the sub-region.



Big Five False Bay

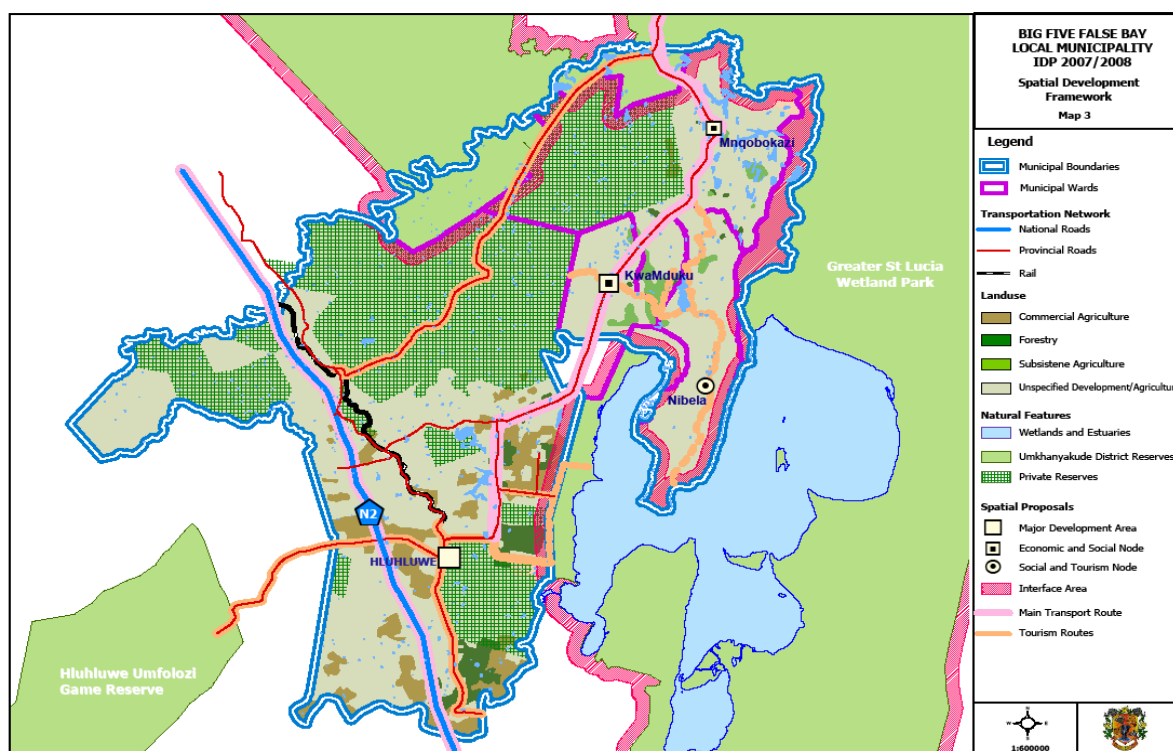
The Big 5 False Bay Municipality is situated directly north of the Mtubatuba Municipality and it stretches as far north as the Mkuze game Reserve, with the Hlabisa Municipality comprising its western boundary and the Greater St Lucia Wetland Park/False Bay Park its eastern boundary. Cross-boundary planning issues that requires joint attention of both municipalities include the following:

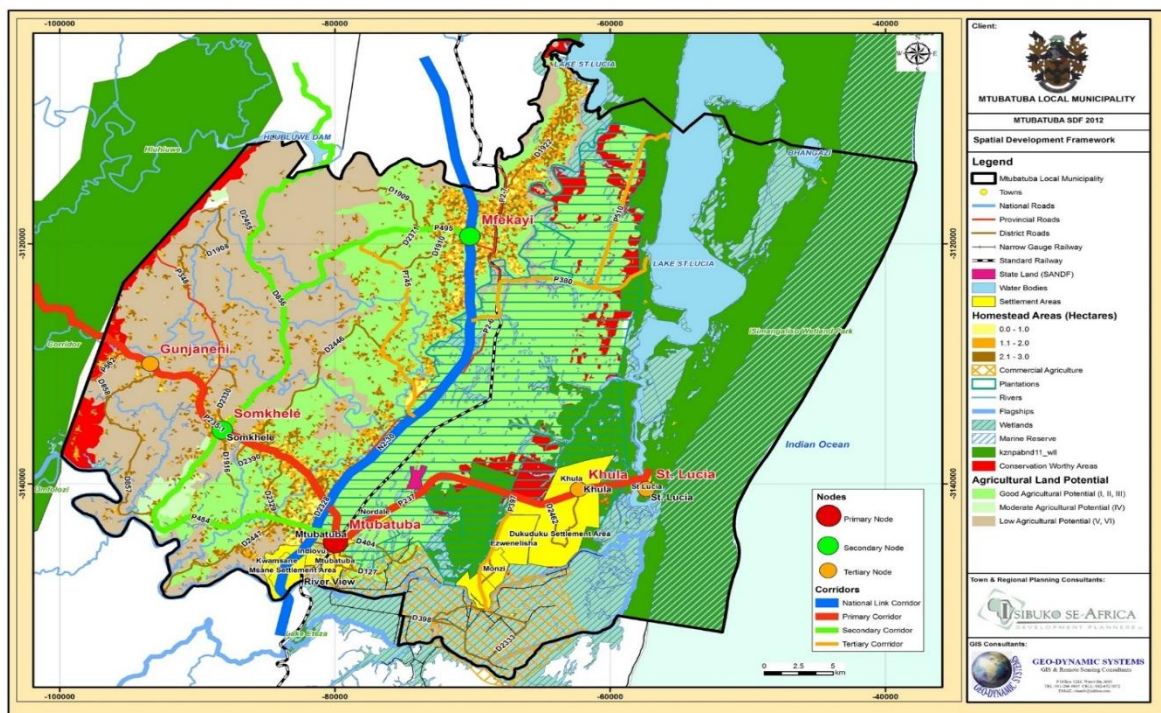
- Impact of iSimangaliso Wetland Park as a world heritage site and management of development along the boundary of the park.
- Tourism development with both areas being developed with a range of tourism products and activities and forming part of the Elephant Coast.
- The N2 Corridor runs through both municipalities with Mtubatuba and Hluhluwe being some of the rural towns located along the corridor.

Joint infrastructure planning to service the contiguous rural settlements that cut across the two municipalities.

12.1.8 Map Indicating the Location for Private and Public Land Development and Infrastructure Development

12.1.9 Map Reflecting Areas Where Strategies Intervention is Required





SECTION E-2: IMPLEMENTATION PLAN

SECTION E-2: IMPLEMENTATION PLAN

13. PROJECTS

The Project Phase is about the design and specification of projects for implementation. The Mtubatuba Municipality has to ensure that the projects/programmes identified have a direct linkage to the priority issues and the objectives that were identified in the preceding phases.

13.1 Community Development Needs and Priorities 2018/2019 to 2022/23

The Municipality held a number of community participation meetings in all wards in order to obtain their basic needs and priorities. The list below has the needs and priorities for 20 wards in Mtubatuba Municipality.

Ward	2018/2019
1	Water Street Lights Bus stop shelters Pavement for access roads Signage KwaMsane 3 Causeway pedestrian bridges – KwaMsane Borehole
2	Water – around the whole ward Housing – around the whole ward Qhulunga access road Street light – high Mast lights next to Gugulethu Agriculture – Fishing next to Magwaza Community hall – Embomeni next to Mfolozi High School Sports field – Mbomeni area Multipurpose center –Embomeni Ablution facilities Dump site – next to Tar Road (Makhoba area) Deep tank kwamajamisa Access Roads:

	Nkalane to Mzoneli to Majamisa Magwaza to Onje area Ntokozweni to Majamisa Toilets around the whole ward Boreholes – embomeni area
3	Khula Tared Main Road Khula Sport field Umzabalazo Pension Point Dukuduku Pension Point Khula Pension Pay point refurbishment Khula Main road streetlights Khula Agricultural projects – Farming Water project
4	Access roads: Nyamazaneni to Oweni Kwadlomo Khayelisha to D1 (need to be 303ravelled) Water Crèches: Oweni Mgwabagwabeni Kwanyamazane Housing Boreholes Agriculture – Emfolozi needs the road to be 303ravelled so that farmers can be able to collect their products Multipurpose Centre – Vezobala next to community hall Youth center – easy access to fax and email Enyamazaneni pay point
5	Water Electricity – Zwenelisha (Nkanini section)

	High mast – Zwenelisha Fencing with boom gate at Nordale Access at Nordale entrance (Traffic circle/ robots) Installation of street lights in Riverview and new section at Nordale Resurfacing of Tar roads in Town and Riverview Speed humps in Nordale and Town Pedestrian walkway from Nordale to Town Primary school – Nordale Sports Fields: Nordale Town Zwenelisha Proper traffic control at Pick n’ Pay (remove curbing) Zwenelisha Market Stall Storm water drainage – Nordale Taxi rank owned by the Municipality in Town Children’s Play: Town Riverview
6	6.1 Ndukebandla to Phaphasi access gravel road 6.2 Access Road from Kwiliza to KwaMsweli need to be gravelled 6.3 Ebumnandini access road need to be gravelled 6.4 Ngqopheni Community Hall 6.5 Zikhali Creche 6.6 Thubelihle Creche 6.7 Youth Development Skills at Nkombose 6.8 Housing project @ Ngqopheni and Nkombose 6.9 Toilets @ Ngqopheni and Nkombose 6.10 Sizwangentwana Paying Point 6.11 Nkodibe Paying Point

	6.12 Nkombose CO-OP 6.13 Nkombose & Ngqopheni Dam 6.14 Water priorities 6.15 Nqapheni Community Hall 6.16 Chuphucuku Sportfield 6.17 Disko Ground @ Nkombose 6.18 Nkombose Access Road
7	Electricity: Mazala Manzamnandi Ntondweni Entsheni Nkonjane Makhoba Salukazana Mshayiwensimbi Bethangwe Mageza Water – around the ward (VD) Access roads: Mpandleni to Mabika Mazala road, nkunzi, ndombeni to Mshayiwensimbi, Ndombe ngawkamkhize to Thembeni mobile clinic Ndombe passing Kwangubane to Mgabhi Vilavoco to Khowane Manzamnandi to Thelamumva to Kwamemela Kwabuthlezi passing kwasalukazi from Kwangema to Kwamkhwana Ensimbini passing kwaNkunzi to kwaMpungo by the crèche Libraries: Ndimande

	Ndlilanga Ndombeni LED: Gardens for all VDs Goats for all VDs Chicken Tents and Chairs RDP houses in all VDs Toilets
8	Water Electricity – Mahlabinyathi Library Sanitation Housing Upgrade of Nhlonhlweni Crèche Crèches : Makhosana Mbaliyamazulu Gumbi Zamokwethu Qakhwini Pension Pay point Livestock Dams Gravel roads: Ngwane Mambuka
9	Nkundusi water project Nkundusi pension pay point Nkundusi gravel road Ibizo Crèche – Nkundusi Nkundusi hall refurbishment

10	Water Electricity Nsabalele Mazala; Mpandleni Masibonisane – infills Esiphambanweni pay point Access roads: Mpandleni Mazala Nsabalele Ngananeni Mfekayi Vamile Mfekayi Sport field Crèches: Mganwini Samke Siphambanweni Ndobonga Dam Empandleni Hall Sphambanweni Skills Centre Sphambanweni market stall Sphambanweni Orphanage Dipping tank – Endobonga Housing VIP sanitation Mfekayi Police station
11	11.1 Water and sanitation 11.2 Electricity 11.3 Clinics

	11.4 Bhekamandla Community Hall 11.5 Roads (Qedumoya, Siyoni Dube) 11.6 Creches (Hlazane, Bhekamandla, Bhokoza, Ndabandaba) 11.7 Sportsfields (Jubisa) 11.8 Chicken Farming 11.9 Pigs Farming (Piggery) 11.10 Goats Farming 11.11 Tents 11.12 Grass Cutters 11.13 Sports Jersey (All codes) 11.14 Youth Facility for Music (Recording instruments at Mkekayi/Shikela) 11.15 Sound system 11.16 Container for Cellphones 11.17 Tractor 11.18 Material for Blocks 11.19 Gardening Material 11.20 Computer Centre (Bhekamandla) 11.21 Car wash Facilities (Ubizo Carwash) 11.22 Market Stalls (Nqewane and Mgawini) 11.23 Workshop for cars (Mchakwini) 11.24 Sewing Machines
12	Water – for the whole ward Community Hall – Emadwaleni Electricity: Embilini Shikishela Madwaleni Pay point – Emadwaleni

	Housing – for the whole ward Ngodlongodlo Kozi way Sport field – Shikishela Mgangatho access road Mbilini access road Dam – livestock at Shikishela
13	Water Housing Ablution facilities Amagwici access road Amahlombe access road Electricity Enkatha Agriculture Enkatha – poultry farming and sewing machine Renovation of hall Ducth Deeping tank enkatha Mobile Library
14	Water Electricity Entweni access roads Ogagwini Hall Nomathiya hall – renovation Kwamshaya Crèche Kwahoho Crèche Mgwazeni sport field Nomathiya multipurpose center Nomathiya dam – livestock Entweni dam – livestock Community Garden Ablution facilities LED sewing machine and brick making machine

15	Water 4 wind mill Electricity Esiyembeni dam Chibini dam Dubelenkunzi Dams Housing Ablution facilities
16	Water: Mapheleni Makhambane Ogengele Electricity – Infills: Mapheleni Makhambane Ogengele Sanitation: Mapheleni Makhambane Ogengele Housing: Mapheleni Makhambane Ogengele Makhambane Community Hall Bheki Myeni pay point – Intamu Sthathu Sports Field – Ekwakheni (Okhalanja) Ogengele access road Mapheleni community hall Agriculture – Community garden at Ogengele & Ntamu

	Orphanage and home base care center – Dibheni
17	Water – Ogengele Electricity – Ophondweni (esgcino) Isulomndeni Crèche – Ogengele Ogengele Hall Mobile clinic – esigcino Housing Ogengele Pay point Ophondweni Sports field Isigcino Dam Ogengele Dam LED – Farming Isigcino Garden & Farming Project Gxaba Garden Project Ogengele Garden & Farming Project Bhekumusa garden & Farming Project Nkwalini Garden Project Ophondweni Crèche Ogengele Access road Old age material (Craft) support
18	Mall or shopping mall ta Somkhele Sanitation Infills – Electrification PowerStation Somkhele Community Hall KwaQubuka Market Machibini Community hall Msizi causeway Pay points: Tholokuhle

	Siphelele Machibini sportsground Causeway Mahujini Tholokuhle Siphelele Community Hall
19	Mvutshini Clinic Housing for the whole ward Gravel roads: Sogceke Sihlakaneni Noklewu Ntandabantu Dams: Upper gunjaneni road Hlazane road Khulubone dam Gwabalanda Dam Kwamthole Multipurpose center – Kwamthole Vodacom tower – Mvutshini area Deep tank – Kwamthole Crèches : Ntandabantu crèche Bekimpilo Crèche Ntondweni Crèche Gujaneni Crèche Sport fields: Gwabalanda sport field Notwane sport field Mbotsheni sport field upgrade

	Machibini Tourism center upgrade Police station: Gwabalanda Nsolweni High school – Mvutshini Water
20	Access roads: Mkhoza to Kirkwood (gravel) Mkhoza to Indlovu village main gate (gravel) Indlovu phase II road upgrade (Tarred road) Vezunyawo (gravel) Indlovu Village (all roads to be tarred) Endumeni to Mbomeni area Infills: Indlovu Village KwaMsane Causeway bridge near KwaMsane hall Master light – KwaMsane Crèche – KwaYoung Orphanage center Sport field – Indlovu Village Outdoor gym facility – Indlovu Village Housing for KwaMsane area VIP toilets – KwaMsane area Street naming – Indlovu Village Water – KwaMsane area Agriculture – Upgrade of L1732 & 1733 by Department of Transport

13.2 Capital Investment Framework

KZN275 Mtubatuba - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding			
	2019/2021 MTREF		
Description	2018/2019 Budget Year	2019/2020 Budget Year	2020/2021 Budget Year
Infrastructure Roads(Msizi gravel,Vilavoco Access road,Mambuka Access Road and Mgangatho access road)	R13 518 879,00	R15 000 000,00	R15 000 000,00
Infrastructure Other(Traffic Station)	R10 650 299,00	R1 000 000,00	R5 000 000,00
Electricity Reticulation	R12 600 000,00	R8 500 000,00	R9 000 000,00
Street Lighting	R500 000,00	R2 000 000,00	R2 000 000,00
KwaMsane Sportsfields	R	R3 000 000,00	R3 000 000,00
Community Assets (Bhekamandla, Makhambane and Mpandleni community halls)	-		
	R5 038 522,00	R5 000 000,00	R 5 000 000,00
Community Assets - KwaMsane Civic Centre	R400 000,00	R500 000,00	R 500 000,00
Bins & Containers	R800 000,00	R1 500 000,00	R 500 000,00
Motor Vehicles (Ammeties And Mayor)	R900 000,00	R1 250 000,00	R1 250 000,00
Office Equipment	R700 000,00	R757 500,00	R15 375,00
Furniture and Fittings	R700 000,00	R857 500,00	R5 375,00
Computer Equipment	R700 000,00	R857 500,00	R765 375,00
Construction of Technical and Community Workshop	R735 000,00	R1 000 000,00	R1 000 000,00
Software	R300 000,00	R	R
		-	-
Total	R47 542 700,00	R 51 222 500,00	R 45 746 125,00

13.3 Capital Projects and Approved Grants

KZN275 Mtubatuba - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding			
	2019/2021 MTREF		
Description	2018/2019 Budget Year	2019/2020 Budget Year	2020/2021 Budget Year
Infrastructure Roads(Msizi gravel,Vilavoco Access road,Mambuka Access Road and Mgangatho access road)	R13 518 879,00	R15 000 000,00	R15 000 000,00
Infrastructure Other(Traffic Station)	R10 650 299,00	R1 000 000,00	R5 000 000,00
Electricity Reticulation	R12 600 000,00	R8 500 000,00	R9 000 000,00
Street Lighting	R500 000,00	R2 000 000,00	R2 000 000,00
KwaMsane Sportsfields	R	R3 000 000,00	R3 000 000,00
Community Assets (Bhekamandla, Makhambane and Mpandleni community halls)	-		
	R5 038 522,00	R5 000 000,00	R 5 000 000,00
Community Assets - KwaMsane Civic Centre	R400 000,00	R500 000,00	R 500 000,00
Bins & Containers	R800 000,00	R1 500 000,00	R 500 000,00
Motor Vehicles (Ammeties And Mayor)	R900 000,00	R1 250 000,00	R1 250 000,00
Office Equipment	R700 000,00	R757 500,00	R15 375,00
Furniture and Fittings	R700 000,00	R857 500,00	R5 375,00
Computer Equipment	R700 000,00	R857 500,00	R765 375,00
Construction of Technical and Community Workshop	R735 000,00	R1 000 000,00	R1 000 000,00
Software	R300 000,00	R	R
		-	-
Total	R47 542 700,00	R 51 222 500,00	R 45 746 125,00

13.4 Umkhanyakude District Municipality Projects

UMKHANYAKUDE DISTRICT MUNICIPALITY PROJECTS					
MTUBATUBA MUNICIPALITY					
		WATER PROJECTS			
	#	Project Name	2017/18	2018/19	2019/20
MI G	1 1	Dukuduku water reticulation		R 5,000,000.00	R 5,000,000.00
MI G	1 2	Bhoboza to KwaMsane Gravity Main Project	R 4,000,000.00	R -	R -
MI G	1 8	Siting, drilling, testing, refurbishment, maintenance and equipping of boreholes, reticulation and distribution in Mtubatuba Municipality	R -	R 5,000,000.00	R 5,000,000.00
MI G	2 1	Hluhluwe Phase 3 water supply scheme	R 5,000,000.00	R 5,000,000.00	R 5,000,000.00
MI G	3 0	Upgrading of St. Lucia bulk water pipeline	R -	R -	R 7,000,000.00
MI G	3 1	KwaBhoboza water reticulation	R -		R 5,000,000.00
MI G	3 3	Mtubatuba water reticulation	R -	R -	R 5,000,000.00
		TOTAL MIG WATER	R 9,000,000.00	R 15,000,000.00	R 32,000,000.00
		SANITATION PROJECTS			
	#	Project Name	2017/18	2018/19	2019/20
MI G	6	Upgrading of St Lucia wastewater treatment works	R 1,000,000.00	R 5,000,000.00	R -
MI G	7	Sewer reticulation upgrade in St Lucia	R 1,000,000.00	R 5,000,000.00	R -
MI G	8	Mtubatuba Sanitation	R 5,000,000.00	R 5,000,000.00	R -
MI G	1 2	Mtubatuba dry sanitation (VIP toilets)		R 6,000,000.00	R 15,000,000.00
	1 7	Mtubatuba VIP sanitation	R 10,803,100.00		
		TOTAL MIG SANITATION	R	R	R

			17,803,100.00	21,000,000.00	15,000,000.00
		TOTAL GRANT ALLOCATION MTUBATUBA MUNICIPALITY	2017/18	2018/19	2019/20
		MIG	R 26,803,100.00	R 36,000,000.00	R 47,000,000.00
DISTRICTWIDE PROGRAMMES					
	#	Project Name	2017/18	2018/19	2019/20
MI G	2 3	Development of the Water Services development Plan (WSDP)	R 3,000,000.00		
MI G	2 4	Development of the Sanitation Master Plan	R 2,000,000.00		
MI G	2 5	Development of Water Safety Plan	R 2,000,000.00	R 1,000,000.00	
MI G	2 6	Development of Wastewater Risk Abatement Plans (W2RAPs)	R 1,000,000.00	R 1,000,000.00	R 1,000,000.00
MI G	2 7	Water Conservation and Water Demand Management (WCWDM) Strategy development and Implementation	R 3,000,000.00	R 7,000,000.00	R 15,000,000.00
MI G	3 2	AC pipe replacement	R -	R -	R 5,000,000.00
WSI G	5	Borehole Development Programme – Phase3	R 3,000,000.00	R 3,000,000.00	R 10,000,000.00
WSI G	6	Rudimentary Programme Phase 6	R 4,300,000.00	R 5,000,000.00	R 10,000,000.00
WSI G	1 1	Water tanker refill stations	R 4,000,000.00	R 5,000,000.00	R -
		TOTAL	R 22,300,000.00	R 22,000,000.00	R 41,000,000.00

13.5 Tendele Mine

19 May 2017

The IDP Manager
Mtubatuba Municipality
P O Box 52
Mtubatuba
3935

Dear Lungile Mthembu

**RE: ADDITIONAL INFORMATION REGARDING THE SOCIAL LABOUR PLAN (SLP)
PROJECTS TO BE REGISTERED WITH IDP**

In relation to your email received on 18 May 2017 regarding additional detail on the projects, please find the requested information below as well as some additions to the previous letter. Please note that all projects fall within the Somkhele Node.

1. Provision of Water Storage Facilities (Dam)

This is located in the Dubelenkunzi area, Ward 15 and the project is executed in collaboration with the Municipality, Department of Water and Sanitation, and various consultants as well as local- and regional government institutions.

2. Agricultural Entrepreneurship Development

All operational sites of the Mine as well as future areas. This includes Areas of Dubelenkunzi, Esiyembeni, KwaMyeki, Machibini and Mahujini. Ward 15 and 18.

3. Job Creation Project

Ward 15, 17 and 18.

4. Development of New School (Ntikili school) / Centre of Excellence)

This school is situated in Nomathiya, Ward 14

5. Crèche and School maintenance (Siphelele, New school and various crèches)

Situated in KwaMyeki, Ward 18

6. Improving Mathematics & Science proficiency at schools

Ward 14, 15, 17 and 18



7. Water supply to community (through boreholes, pipelines, dams, hand-pumps)

Ward 15, 17 and 18

8. Agricultural Hub – phase 2

Ward 18

9. Broiler production (incl detailed feasibility study, business plan and training)

Situated in KwaMyeki, Ward 18

10. Community Access Roads in Area 5

Situated in Emalahleni (KwaMyeki), Ward 18

11. Dip-tanks (Area 5)

Situated in Emalahleni (KwaMyeki), Ward 18

12. Relocation

For the next 5 years our relocation requirements per area will be as follows:

Machibini and Mahujini,	Ward 18	- 57 Households
Emalahleni (KwaMyeki),	Ward 18	- 58 Households
Ophondweni	Ward 17	- 46 Households

A map in this regard is attached as part of this communication to show the location of the areas which will be affected by relocation.

13. Ongoing Community Development and training programs

Apart from the abovementioned **New Projects** for the next 5 years, the Mine will still be continuing with its current projects until the year 2022 pertaining to Community development and training. These projects will affect all wards within the Mpukonyoni area and includes the following:

Adult Basic Education Training (ABET)

The Mine is providing 2 training facilities for the community from where ABET level 1 up to level 3 is trained. This training is provided free of charge to the community members and incentives are provided for attending classes and successful completion of each level.

N-course training

Engineering discipline N1, N2 and N3 classes are provided in partnership with uMfolozi TVET College at the Tendele Edu-centre. These courses are a substitute for ABET level 4.





Learning Programs

Technical and Non-technical Learnerships, Workplace Exposure and Apprenticeship programs are provided to community members through the uMfolozi TVET College.

Portable Skills training

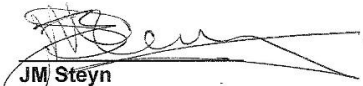
Various training courses are provided such as Crops production, Code 14 Driver's license, Livestock care, Basic motor mechanics, Basic Hair salon training etc.

Bursaries

Bursaries are allocated on an annual basis to community youths for Tertiary studies in Mining and Non-mining related disciplines.

We will appreciate it if the above projects could be registered on the municipality's IDP. Please feel free to contact us should any further information be required.

Yours sincerely



JM Steyn
COO

13.6 Housing Projects

The control of the following projects is not within the competence of the Municipality. Although there is some arrangement between the Municipality and Human Settlement, such has not translated into transfer of funds from the provincial vote to the municipal vote.

Project Name	Project Type	No. Of Units	Milestone	Budget 2017/18
Zamimpilo	Rural	850	Feasibility	R0
Masibonisane	Rural	850	Feasibility	R0
Nyalazi	Rural	850	Feasibility	R0
Nkundusi	Rural	850	Feasibility	R0
Siyathuthuka	Rural	850	Feasibility	R0
Shikishela	Rural	850	Feasibility	R0
Nkodibe	Rural	850	Feasibility	R0
Crocodile	IRDP	500	Feasibility	R0
Mtubatuba Phase 2	IRDP	700	Feasibility	R0
Mtubatuba	CRU	300	Not Started	R0
KwaMsane	CRU	300	Not Started	R0
Nordale	FLISP	320	Not Started	R0

13.7 Social Development

TEM	FULL NAME OF THE NPO FUNDED	NPO NO	LM	WARD	PHYSICAL ADDRESS	NO OF CHILDREN RECEIVING SERVICE
1.	Masicathule Creche	038-934	Mtubatuba	1	KwaMsane Township next to Nqiwani Primary School	96
2.	Sikhulile Creche	029-199	Mtubatuba	1	KwaMsane Township next to Mami Supermarket	196
3.	Imbalenhle Creche	070-061		02	KwaMsane Reserve next to Majamisa dam	60
4.	Isikhiyesempilo Creche	070-065	Mtubatuba	02	KwaMsane Reserve to Gugulethu Store	74
5.	Khulangolwazi Creche	063-876	Mtubatuba	02	KwaMsane Reserve next to Zitike Primary School	125
6.	Masibambisane Creche	029-950	Mtubatuba	02	KwaMsane Reserve to Mgababa Tuckshop	118
7.	Dukuduku Creche	064-007	Mtubatuba	03	Khula Village next to Senzokuhle Community Care Centre	87
8.	Impumelelo Creche	066--337	Mtubatuba	03	Khula Village next to Ubuhlebemvelo	79
9.	Ndabenhle Creche	063-912	Mtubatuba	03	Khula Village next to Multi purpose centre	76
10.	Simunye Creche	035-945	Mtubatuba	03	Khula Village to Zinhle liquor store	110
11.	Sinenhlanhla Creche	029-525	Mtubatuba	03	Khula Village next to Silethukukhanya High School	87
12.	Ukukhanya Creche	070-498	Mtubatuba	06	Ngqopheni area next	133

TEM	FULL NAME OF THE NPO FUNDED	NPO NO	LM	WARD	PHYSICAL ADDRESS	NO OF CHILDREN RECEIVING SERVICE
					to Mpukunyoni clinic	
13.	Ikhwezi Creche	063-970	Mtubatuba	6	Nkombose area next to Ithembaesizwe CCC	115
14.	Kuyasa Creche	075-104	Mtubatuba	6	Ngopheni area next to AEC Church	40
15.	Fezimpilo Creche	035-488	Mtubatuba	07	Ntondweni area next to Bhukumusa Church	145
16.	Bambisanani Creche	063-961	Mtubatuba	7	Mfekayi area next to Qedumona Store	60
17.	Umyezane Creche	063-933	Mtubatuba	7	Ophondweni area next to Bongani Store	94
18.	Zamukuphila Creche	063-948	Mtubatuba	7	Ophondweni area next to Bethangwe Primary School	169
19.	Celimpilo Creche	078-629	Mtubatuba	08	Mazala area next to Zamimpilo market	74
20.	Imbaliyamazulu Creche	066-349	Mtubatuba	08	Mfekayi area next to Nyalazi Primary School	42
21.	Asimile Creche	060-224	Mtubatuba	8	Qakwini area next to Qakwini High School	181
22.	Siphamandla Creche	034-913	Mtubatuba	8	Mfekayi area next to Hambanathi store	68
23.	Nhlakanipho Creche	037-575	Mtubatuba	09	Mfekayi area next to Gilonki High School	48
24.	Siphusizo Creche	077-913	Mtubatuba	09	Qakwini next to Zion Church	45
25.	Qhakaza Creche	063-875	Mtubatuba	9	Qakwini next to Qakwini Clinic	38
26.	Senzokuhle Creche	051-511	Mtubatuba	9	Nkundusi area next to Nsombosi Store	169

TEM	FULL NAME OF THE NPO FUNDED	NPO NO	LM	WARD	PHYSICAL ADDRESS	NO OF CHILDREN RECEIVING SERVICE
27.	Siyathuthuka Creche	069-235	Mtubatuba	9	Nkundusi area next to Nsombosi Primary	114
28.	Mashweleza Creche	052-507	Mtubatuba	10	Mfekayi area next to Nsabalele Primary School	110
29.	Revival Creche	073-671	Mtubatuba	10	Mfekayi area next to Masibonisane High School	94
30.	Vukani Creche	031-385	Mtubatuba	10	Mfekayi area next to Masibonisane High School	235
31.	Ntuthuko Creche	066-427	Mtubatuba	11	Mchakwini area next to Jubisa Store	42
32.	Sihle Creche	066-353	Mtubatuba	11	Mfekayi area next to Bhokoza Primary School	81
33.	Makhosana Creche	091-336	Mtubatuba	08	Sanyoka area next to Qakwini clinic	20
34.	Mangundu Creche	11889	Mtubatuba	06	Nkombose area next to Nkodibe High	25
35.	Izithelo Zemfundo Creche	102-490	Mtubatuba	04	Monzi area next to Zwelisha Clinic	45
36.	Siyabonga Thembanathi Creche	104-504	Mtubatuba	06	Nkombose area next to Mpukunyoni bus stop	50
37.	Siqalo Foundation Creche	104-528	Mtubatuba	07	Ndombeni area next to Zabazamadoda Hall	72
38.	Sbonokuhle Creche	092-972	Mtubatuba	11	Shikishela area next to Zion Church	75
39.	Cekeni Creche	069-243	Mtubatuba	12	Madwaleni area next to Bhukumusa creche	38
40.	Sbongile Creche	057-159	Mtubatuba	12	Shikishela area next to Nkosana High	188

TEM	FULL NAME OF THE NPO FUNDED	NPO NO	LM	WARD	PHYSICAL ADDRESS	NO OF CHILDREN RECEIVING SERVICE
					School	
41.	Sibonokuhle Creche	092-372	Mtubatuba	12		70
42.	Zizamele Creche	063-928	Mtubatuba	12	Madwaleni area next to Madwaleni High School	87
43.	Siyazama Creche	077-490	Mtubatuba	12	Shikishela area next to Zion Church	26
44.	Impucuko Creche	063-916	Mtubatuba	13	Nkombose area next to Mnyakaza paypoint	61
45.	Siphesihle Creche	078-146	Mtubatuba	13	Mshaya area next to Mfolozi river	42
46.	Ziphembeleni Creche	031-344	Mtubatuba	13	Mshaya area next to Mshaya CPS paypoint	118
47.	Hlanganani Creche	034-702	Mtubatuba	14	Somkhele area next to Impumelelo Store	63
48.	Somkhele Creche	011-282	Mtubatuba	14	Somkhele area next to Gina Store	181
49.	Jerusalema Creche	080-899	Mtubatuba	15	Nkolokotho area next to Bheni Store	41
50.	Masisebenze Creche	037-032	Mtubatuba	15	Nkolokotho area next to Dibase Primary school	118
51.	Sizumphakathi Creche	077-594	Mtubatuba	15	Nkolokotho area next to Dibase Primary school	49
52.	Duduzile Creche	054-041	Mtubatuba	16	Shikishela area next to Makhambane Primary	71
53.	Enkanyisweni Creche	063-894	Mtubatuba	16	Baswazini area next to Baswazini Primary	103
54.	Nqolobane Creche	063-956	Mtubatuba	16	Mapheleni area next to Sonkabi Primary School	72
55.	Phindokuhle Creche	070-303	Mtubatuba	16	Mapheleni area next to Ntamu Store	33
56.	Sibongile Creche	049-019	Mtubatuba	16	Mapheleni area next to Qhubekani Primary School	150
57.	Swelihle Creche	063-880	Mtubatuba	16	Mapheleni area next to Kwakheni Primary School	84
58.	ThuthukaniBaswazini Creche	054-945	Mtubatuba	16	Baswazini area next to Bongani Store	135

TEM	FULL NAME OF THE NPO FUNDED	NPO NO	LM	WARD	PHYSICAL ADDRESS	NO OF CHILDREN RECEIVING SERVICE
59.	Vumelani Creche	066-420	Mtubatuba	16	Makhambane area next to Makhambane Primary School	72
60.	Isulethu Creche	070-060	Mtubatuba	17	Ogengele area next to Isulomndeni Primary school	22
61.	Nhlahlenhle Creche	076-503	Mtubatuba	17	Mapheleni area next to Thandanani Store	44
62.	Nkwadini Creche	063-903	Mtubatuba	17	Ogengele area next to Mtuba Primary	44
63.	Thandanani Creche	070-232	Mtubatuba	17	Mapheleni area next to Thandanani Store	42
64.	Welani Creche	030-632	Mtubatuba	17	Ogengele area next to Welani Primary School	95
65.	Buhlebemfundo Creche	066-530	Mtubatuba	18	Myeki area next to Somkhele clinic	73
66.	Makhandeni Creche	069-217	Mtubatuba	18	Myeki area next to Somkhele clinic	58
67.	Masakhane Creche	039-571	Mtubatuba	18	Macambini area next to Fukula Primary School	90
68.	PhaphamaniGwebu Creche	063-927	Mtubatuba	18	Gunjaneni area next to Roman Catholic Church	230
69.	Qhubeka Creche	059-778	Mtubatuba	18	Qubuka area next to Qubuka Primary School	60
70.	Siyaqhubeka Creche	066-159	Mtubatuba	18	Ophondweni area next to Sigcino Primary School	50
71.	Sizakala Creche	069-227	Mtubatuba	18	Machibini area next to Nkangala Store	60
72.	Tholimfundo Creche	063-854	Mtubatuba	18	Gunjaneni area next to Gunjaneni Primary school	74
73.	Esihlalaneni Ceche	081-087	Mtubatuba	19	Gunjaneni area next to Esiqiwini High School	77
74.	Usizolwethu Creche	070-243	Mtubatuba	19	Mvutshini area next to Zwelethu Store	65
75.	Sinethemba Creche	073-368	Mtubatuba	19	Ophondweni area next to	42

TEM	FULL NAME OF THE NPO FUNDED	NPO NO	LM	WARD	PHYSICAL ADDRESS	NO OF CHILDREN RECEIVING SERVICE
					Machwetsane Primary School	
76.	Inkosinomusa Creche	096-004	Mtubatuba	17	Ogengele area next to Nkosenhle High School	31
77.	Imbewu Enhle Community Creche	031-561	Mtubatuba	17	Gunjaneni area next to Khulubone Primary School	77
78.	Destinys House of Ministries	069-132	Mtubatuba	3	Dukuduku area next to Dukuduku saw Mill	18
79.	Uthando Community Care Centre	064-677	Mtubatuba	12	Shikishela area next to Shikishela Primary School	
80.	Ithembalesizwe Drop in Centre	023-237	Mtubatuba	6	Nkombose area next to Nkodibe High School	
81.	Senzokuhle Community Care Organization	030-677	Mtubatuba	3	Khula Village next to Dukuduku crèche	
82.	Mzondeni Community Care Organization	068-603	Mtubatuba	6	Ngqopheni area next to Mpukunyo clinic	
83.	Siyakhula Luncheon Club	065-179	Mtubatuba	16	Mapheleni area next to Sbongile crèche	28
84.	Vuka uzibuthe Luncheon Club	067-828	Mtubatuba	8	Qakwini area within Asimile Creche	35
85.	Nomathiya luncheon Club	065-827	Mtubatuba	18	Somkhele within Hlanganani creche	41
86.	Udondolo Luncheon club	063-073	Mtubatuba	6	Ngqopheni area next to mpukunyonni Clinic	20
87.	Qedumona luncheon Club	063-180	Mtubatuba	7	Mfekayi area next to Qedumona Store	35
88.	Umbusowabadala	036-073	Mtubatuba	18	Gunjaneni area within Isikhondlakhondla Community Organization	43

13.8 Department of Agriculture

Municipalities					Required intervention		
	Name of the project	Commodity	Local	Ward	Area-Igodi/Section	Extension officer	Budget
1	Njica	crop & vegetables production	Mtubatuba	16	Mapheleni	B.M Nkumbuza	
2	Siyathuthuka-Nyalazi	crop & vegetables production	Mtubatuba	10	Mfekayi	P.S Dludla	
3	Zikode garden	crop & vegetables production	Mtubatuba	9	Nkundusi	N.H Shezi	
4	Nyalazi community garden	crop & vegetables production	Mtubatuba	9	Ngutsheni	N.H Shezi	
5	Isilungiso	crop & vegetables production	Mtubatuba	2	Msane	G.B Nkosi	
6	onje	crop & vegetables production	Mtubatuba	2	Msane	G.B Nkosi	
7	Qedindlala	crop & vegetables production	Mtubatuba	1	Msane Township	G.B Nkosi	
8	Siyajabula	crop & vegetables production	Mtubatuba	1	Msane Township	G.B Nkosi	
9	Simunye	crop & vegetables production	Mtubatuba	1	Msane Township	G.B Nkosi	
10	Thathigeja	crop & vegetables production	Mtubatuba	1	Msane Township	G.B Nkosi	
11	Isifiso sabalimi	crop & vegetables production	Mtubatuba	4	Zwenelisha	G.S Khanyile	
12	Bonani Bomama	crop & vegetables production	Mtubatuba	4	Zwenelisha	G.S Khanyile	
13	Majonijoni	crop & vegetables production	Mtubatuba	18	Machibini	S.J Mbatha	
14	Mpilwenhle	crop & vegetables production	Mtubatuba	19	Gunjaneni	S.J Mbatha	
15	Nyangana	crop & vegetables production	Mtubatuba	7	Kwamakhoba	N S Khuluse	

16	Khazimula	crop & vegetables production	Mtubatuba	9	Khazimula	N.H Shezi	
17	Ndweshe	crop & vegetables production	Mtubatuba	16	Baswazini	B.M Nkumbuza	
19	Nkundusi fresh produce	crop & vegetables production	Mtubatuba	9	Nkundusi	N.H Shezi	
20	Fundukuzama	crop & vegetables production	Mtubatuba	18	Tholokuhle	P.C Nyandeni	
23	Vukasakhe	crop & vegetables production	Mtubatuba	20	Indlovu village	L.A Chonco	
24	Phumalanga	crop & vegetables production	Mtubatuba	6	Ngqopheni	L.A Chonco	
25	Sikhumbuzo sethu	crop & vegetables production	Mtubatuba	13	Nkombose	L.A Chonco	
26	Natal peaceful	crop & vegetables production	Mtubatuba	13	Nkombose	M.N Dlamini	
29	Uhlaza	crop & vegetables production	Big5 Hlabisa	4	Nibela	G.B Nkosi	
30	Sanyokwe community garden	crop & vegetables production	Mtubatuba	8	Qakwini	C T Manqele	
31	Bonani community	crop & vegetables production	Mtubatuba	19	Nsolweni	S.J Mbatha	
32	Ikhethelo	crop & vegetables production	Mtubatuba	19	KwaMthole	S.J Mbatha	
33	Shikidwala	crop & vegetables production	Mtubatuba	12	madwaleni	N.S Khuluse	
34	Qophumlando	crop & vegetables production	Mtubatuba	15	Esiyembeni	W.K Zungu	
35	MkhumbikaNowa	crop & vegetables production	Mtubatuba	17	Ogengele	G.S Khanyile	
36	Shikishela youth	crop & vegetables production	Mtubatuba	12	kwashikishela	N.S Khuluse	
37	Myeki community garden	crop & vegetables production	Mtubatuba	18	Kwa-Myeki	P.C Nyandeni	
38	Given farm Youth	crop & vegetables production	Mtubatuba	3	Khula	G.S Khanyile	
39	Isabelo youth project	crop & vegetables production	Mtubatuba	7	Ndombeni	N S Khuluse	

40	Sebandla co-op	crop & vegetables production	Mtubatuba	12	Madwaleni	N S Khuluse	
41	Ukukhanyakwesizwe	crop & vegetables production	Mtubatuba	7	Ndombeni	N S Khuluse	
42	Imfekayi youth co-operative	crop & vegetables production	Mtubatuba	7	Mfekayi	N S Khuluse	
43	Ingolanyama primary women co-op	crop & vegetables production	Mtubatuba	12	Mfekayi	N S Khuluse	
44	Bright widows and orphans	crop & vegetables production	Mtubatuba	17	Ogengele	G.S Khanyile	
45	Zizamelimpilo	crop & vegetables production	Mtubatuba	14	Kwahhohho	M.C Magubane	
46	Ubambiswano	crop & vegetables production	Mtubatuba	6	Nkombose	M.N Dlamini	
47	Khula garden	crop & vegetables production	Mtubatuba	3	Khula	G.S Khanyile	
48	Simangethemba	crop & vegetables production	Mtubatuba	3	Khula	G.S Khanyile	
45	Isulempilo	crop & vegetables production	Mtubatuba	16	Ogengele	B.M Nkumbuza	
49	Senzakahle	crop & vegetables production	Mtubatuba	3	Khula	G.S Khanyile	
50	Kzn green patches	crop & vegetables production	Mtubatuba	4	Zwenelisha	N.S Khuluse	
52	Mncobosi community garden	crop & vegetables production	Mtubatuba	9	Qakwini	N.H. Shezi	
53	Phokophela 330ommunity garden	crop & vegetables production	Mtubatuba	9	Qakwini	N.H. Shezi	
54	Melokuhle	crop & vegetables production	Mtubatuba	9	Qakwini	N.H. Shezi	
55	Dingicebo community garden	crop & vegetables production	Mtubatuba	14	Kwahhohho	M.C Magubane	
56	Ezimambeni community garden	crop & vegetables production	Mtubatuba	15	Esiyembeni	W.K Zungu	
57	Thembaletu	crop & vegetables production	Mtubatuba	3	Khula	G.S Khanyile	
58	Household gardens	crop & vegetables production	Mtubatuba	all wards	all areas	B.G Mncwango	

59	Institutional gardens	crop & vegetables production	Mtubatuba	all wards	all areas	B.G Mncwango	R1,275,800
							R1,081,600
	SEED SCOOPS						R493,729
	Livestock projects						
60	Amandlabesifazane	4 broiler units	Mtubatuba	15	Esiyembeni	Z G Khumalo	
61	Help Us Youth Project	Layer	Mtubatuba	11	Mfekayi	S. Mthethwa	R252,120
62	Iceolamambokazi	4 broiler units	Mtubatuba	9	Nkundusi	Z.G Khumalo	
63	Amandlabesifazane	4 broiler units	Mtubatuba	15	Machibini	Z G Khumalo	
64	Eyethu youth co-operative	2 broiler units	Mtubatuba	6	Nkombose	M.G Ndlovu	
	Indigenous Chickens						
65	20 households		Mtubatuba	all wards	all areas	B.G Mncwango	R594,184
66	Goats						
	20 households		Mtubatuba	all wards	all areas	B.G Mncwango	724,000

13.9 Department of Education

EMIS_No1.	Name_of_School	Education_District	Local Municipality	Implementing Agent	Category	Programme_Name	Sub_Programme	2016-2017
500103970	ASIPHIKELELE S	uMkhanyakude	Mtubatuba	DoPW	Upgrades and Additions	Public Ordinary Schools	Upgrades and Additions	0
500108780	BHEKINKOSI P	uMkhanyakude	Mtubatuba	Mhlathuze Water	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	0
500109372	BHELEBANE P	uMkhanyakude	Mtubatuba	DoPW	Refurbishment and Rehabilitation	Public Ordinary Schools	Repairs and Renovations	3 592 077
500152662	GUNJANENI P	uMkhanyakude	Mtubatuba	Coega Development Corporation	Upgrades and Additions	Early Childhood Development	Early Childhood Development	0
500169238	ISOLESIZWE SS	uMkhanyakude	Mtubatuba	DoPW	Upgrades and Additions	Public Ordinary Schools	Upgrades and Additions	0
500306898	KHIPHINKUNZI P	uMkhanyakude	Mtubatuba	Mhlathuze Water	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	0
500190698	MACHIBINI P	uMkhanyakude	Mtubatuba	Mhlathuze Water	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	0
500205646	MCEBO PRIMARY SCHOOL	uMkhanyakude	Mtubatuba	DoPW	Refurbishment and Rehabilitation	Public Ordinary Schools	Repairs and Renovations	0
500231176	NJONJO	uMkhanyakude	Mtubatuba	Mhlathuze	Upgrades and	Public Ordinary	Water and	0

				Water	Additions	Schools	Sanitation	
500232064	NKODIBE S	uMkhanyakude	Mtubatuba	Coega Development Corporation	Upgrades and Additions	Public Ordinary Schools	Upgrades and Additions	26 557
500270655	SIYELULAMA H	uMkhanyakude	Mtubatuba	DoPW	Refurbishment and Rehabilitation	Public Ordinary Schools	Repairs and Renovations	23 836
500290080	UPHAPHAZI SP	uMkhanyakude	Mtubatuba	DoPW	Refurbishment and Rehabilitation	Public Ordinary Schools	Repairs and Renovations	2 932 543
500138787	ENTWENI P (RETENDER)	uMkhanyakude	Mtubatuba	Coega Development Corporation	Upgrades and Additions	Public Ordinary Schools	Upgrades and Additions	9 075 308
500163096	INGAQA P	uMkhanyakude	Mtubatuba	DoPW	Upgrades and Additions	Early Childhood Development	Early Childhood Development	0
500313242	MALANDA P	uMkhanyakude	Mtubatuba	Mhlathuze Water	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	0
500197913	MANZAMNANDI P	uMkhanyakude	Mtubatuba	DoPW	Upgrades and Additions	Early Childhood Development	Early Childhood Development	0
500231176	NJOJO P	uMkhanyakude	Mtubatuba	DoPW	Upgrades and Additions	Early Childhood Development	Early Childhood Development	0
500443593	NKOMBOSE H	uMkhanyakude	Mtubatuba	DoPW	New Infrastructure Assets	Public Ordinary Schools	New Schools	0
500250268	PHUZUDELE P	uMkhanyakude	Mtubatuba	Mhlathuze Water	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	0
500267177	SIPHELELE	uMkhanyakude	Mtubatuba	Independent Development Trust	Upgrades and Additions	Public Ordinary Schools	Water and Sanitation	0

500108780	BHEKINKOSI SP (RETENDER)	uMkhanyakude	Mtubatuba	Coega Development Corporation	Upgrades and Additions	Public Ordinary Schools	Full Service Schools	969 597
500109187	BHEKUMUSA P	uMkhanyakude	Mtubatuba	DoPW	Upgrades and Additions	Early Childhood Development	Early Childhood Development	0
500136049	ENDOMBENI P	uMkhanyakude	Mtubatuba	DoPW	Upgrades and Additions	Early Childhood Development	Early Childhood Development	0
500191586	MADWALENI S	uMkhanyakude	Mtubatuba	Independent Development Trust	Upgrades and Additions	Public Ordinary Schools	Upgrades and Additions	2 620 984
500220039	MTUBA P	uMkhanyakude	Mtubatuba	Independent Development Trust	Upgrades and Additions	Public Ordinary Schools	Upgrades and Additions	7 919 454
500104636	BABAZANI P	uMkhanyakude	Mtubatuba	DoPW	Upgrades and Additions	Public Ordinary Schools	Upgrades and Additions	95 000
500141340	ESIQIWINI SECONDARY SCHOOL	uMkhanyakude	Mtubatuba	DoPW	Refurbishment and Rehabilitation	Public Ordinary Schools	Repairs and Renovations	0
500160062	IKUSASALETHU S	uMkhanyakude	Mtubatuba	Coega Development Corporation	Upgrades and Additions	Public Ordinary Schools	Upgrades and Additions	62 035
500177637	KUFEZEKILE S	uMkhanyakude	Mtubatuba	Coega Development Corporation	Upgrades and Additions	Early Childhood Development	Early Childhood Development	2 026 350
500234617	NOMATHIYA S	uMkhanyakude	Mtubatuba	Coega Development Corporation	Upgrades and Additions	Public Ordinary Schools	Upgrades and Additions	26 125

500443334	DLILANGA S	uMkhanyakude	Mtubatuba	KZNDoe	Upgrades and Additions	Public Ordinary Schools	Upgrades and Additions	0
500169423	ISULOMNDENI P	uMkhanyakude	Mtubatuba	DoPW	Upgrades and Additions	Public Ordinary Schools	Electrification	380 000
500307100	MLAMULI P	uMkhanyakude	Mtubatuba	DoPW	Upgrades and Additions	Public Ordinary Schools	Electrification	0
500213490	MNOTHO PS	uMkhanyakude	Mtubatuba	DoPW	Upgrades and Additions	Public Ordinary Schools	Fencing	0
500267177	SIPHELELE P	uMkhanyakude	Mtubatuba	DoPW	Upgrades and Additions	Public Ordinary Schools	Electrification	380 000
500445998	SIYAPHAMBILI HS	uMkhanyakude	Mtubatuba	DoPW	Upgrades and Additions	Public Ordinary Schools	Fencing	0

No	Unique Project Identifier	Project Name	Original Project Scope of Works	Sub-Programme	Financial Year of Implementation
11	CDC/679/12	Bhekinkosi P	SUPPORT CENTER, RAMPS, WALKWAYS, GENERAL RENOVATIONS	LSEN	2013-2014
0	CDC/679/12	Bukimvelo HS	1 MULTIPURPOSE CLASSROOM, MEDIA CENTER, COMPUTER ROOM	Upgrades and Additions	2013-2014
13	CDC/173/11	Entweni P	2 X GRADE R CLASSES, 1 X MULTI PURPOSE, 1 X MEDIA, 1 X COMPUTER ROOM, 1 X COUNCELLING 1 X GENERAL STORE ROOM, 1 X GARDEN STORE ABD CHANGE ROOM, 1 X GATE HOUSE, 1 X KITCHEN, 6 X GIRLS TOILETS , 4 X BOYS TOILETS, 1 X DISABLED TOILET, 4 X TEACHERS TOILETS, 14 PARKING BAYS, ELECTRICITY AND FENCING REQUIRED	Upgrades and Additions	2011-2012
2	CDC/690/12	Godloza HS	FINISH CONSTRUCTION OF LABORATORY	Upgrades and Additions	2015-2016
9	CDC/542/16	Ikusasaletu HS	FINISH CONSTRUCTION OF LABORATORY	Upgrades and Additions	2014-2015
8	CDC/690/12	Kufezekile HS	FINISH CONSTRUCTION OF LABORATORY	Upgrades and Additions	2013-2014

13.10 Department of Transport

Local Municipality Name	Activities	Details	Unit	output	Start Km	End Km	Budget 2016-2017
Mtubatuba Municipality	Betterment & Regravelling	D127	km	3	0.5	3	1,500,000
		D404	km	4	1	4.5	1,500,000
		D74	km	1	0	1.2	1,100,000
		D856	km	6	22	28	2,200,000
		L2795	km	4	0	3.5	1,500,000
		P2/6	km	5	10	15	2,200,000
		P484	km	5	0	5	2,000,000
	Blacktop Patching	Blacktop Patching - Annual Contract	m2	2,000			1,300,000
	Blading	Blading fuel & oil (internal)	km	588			500,000
		Blading Plant (external)	km	769			1,000,000
	Causeway Construction	Shunqa Causeway	Number	1	1	1	2,000,000
	Drain clearing & Verge Maintenance	Drain Clearing & verge maint (labour contract 1)	km	22			200,000
		Drain Clearing & verge maint (labour contract 2)	km	22			200,000
		Drain Clearing & verge maint (labour contract 3) - Quotation	km	56			500,000

	Gabion protection	Gabion Protection - Annual Contract	m3	282			550,000
	Guardrail new installation	Guardrail (material) - Quotation	m				320,000
		Guardrail installation & repair (labour contract) - Quotation	m	1,148			300,000
	Handrail Replacement/Repairs	Handrail replacement (supply & install) - Quotation	m	180			450,000
	Maintenance of fence & km posts	Maintenance of km posts (labour contract)	km	227			200,000
		Maintenance of km posts (material) - Annual Contract	km				220,000
	Maintenance of information/guidance signs	Maintenance of Info signs (labour contract)	m2	84			200,000
		Maintenance of Info signs (material) - Quotation	m2				220,000
	Maintenance of regulatory/warning signs	Regulatory & Warning signs (labour contract) - Quotation	Number	166			230,000
		Regulatory & Warning signs (material) - Quotation	Number				250,000
	New Gravel Road	Gunjaneni & Khulangelwazi School Access Road	km	1	0	0.5	600,000
	Patch Gravelling	Patch Gravelling fuel & oil (internal)	m2	7,442			320,000
		Patch Gravelling plant (external)	m2	23,256			1,000,000

	Pipes & Headwalls	Pipe installation & headwalls - Annual Contract	Number	34			750,000
	Zibambebe tools	Zibambebe Replacement Tools - Quotation	0				440,000
							23,750,000
							176,650,000

Department of Transport Local Cost Centre Office										
2017/2018	Local Roads and Causeways									
	KZ	Contract Description	Grade	Location	Road Number	From_km	To_km	Tribal Auth area	Inkosi names	Ward No
	KZ275	Buzezweni Road	3	KwaDuma- Thulasibone	N/A	0.00	5.20	Mpukunyoni	Mkhwanazi	19
	KZ275	Nsabalele School Access	2	P495-Nsabalele P School	L3015	0.00	0.60	Mpukunyoni	Mkhwanazi	10
	KZ275	Ngwane Road	3	Msweli-Mngomezulu	N/A	0.00	3.60	Mpukunyoni	Mkhwanazi	8
		Allocation Total		#REF!	R / km					
		Budget Total								
		Allocation under / over budget								
	Regravels									
	KZ	Contract Description	Grade	Location	Road Number	From_km	To_km	Tribal Auth area	Inkosi names	Ward No
	KZ275	D856	Annual	Mvutshini-Edipheni	D856	30.00	34.00	Mpukunyoni	Mkhwanazi	18
	KZ275	L2835	3	Shunqa- Gwabalanda	L2835	0.00	4.00	Mpukunyoni	Mkhwanazi	12

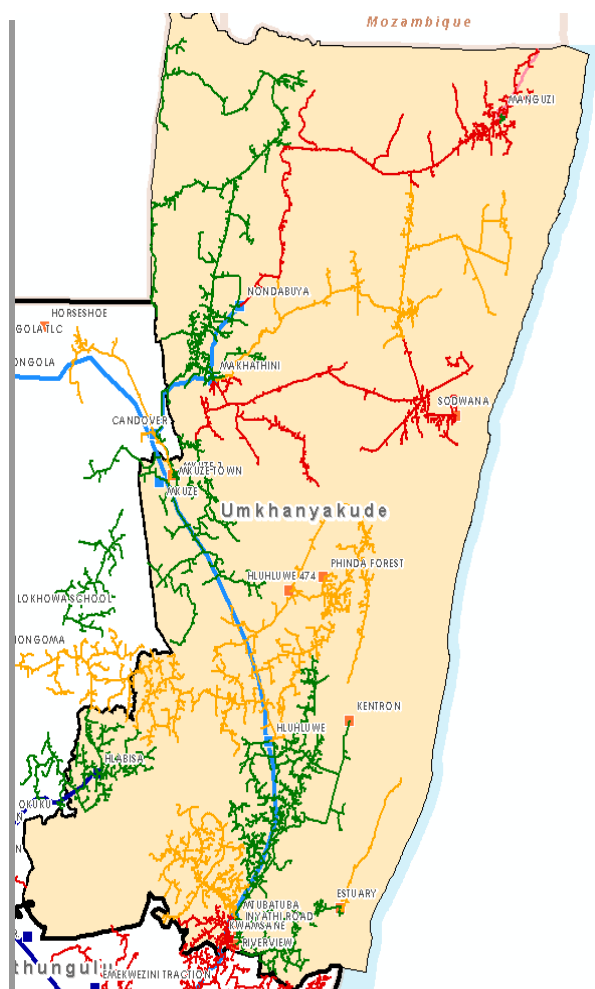
	KZ275	L2797	4	Jikijela-Thulasibone	L2797	0.00	9.50	Mpukunyoni	Mkhwanazi	19
	KZ275	D1908 Contract 1	2	Gunjaneni-Kwamthole	D1908	3.00	4.50	Mpukunyoni	Mkhwanazi	19
	KZ275	D1908 Contract 2	2	Gunjaneni-Kwamthole	D1908	4.50	5.80	Mpukunyoni	Mkhwanazi	19
	KZ275	P484	3	Kwabhoboza - kwasomkhele	P484	6.00	9.50	Mpukunyoni	Mkhwanazi	10
	KZ275	L1198	3	Nkodibe - Ebaswazini	L1198	0.00	3.80	Mpukunyoni	Mkhwanazi	6
	KZ275	D2072	3	Nkonyane-Siyembeni Clinic	D2072	0.00	5.00	Mpukunyoni	Mkhwanazi	15
		Allocation Total		#REF!	R / km					
		Budget Total								
		Allocation under / over budget								
2018/2019	Local Roads and Causeways									
	KZ	Contract Description	Grade	Location	Road Number	From_km	To_km	Tribal Auth area	Inkosi names	Ward No
	KZ275	Mshaya Road	3	Mnotho Primary school to kwaMshaya	N/A	0.00	4.00	Mpukunyoni	Mkhwanazi	2
	KZ275	Shikishshela Road	3	Nkosansa- Kwabhoboza	N/A	0.00	2.50	Mpukunyoni	Mkhwanazi	10
	KZ275	Ngotweni School Access	2	Mchakwini-Ngotweni School	L3013	0.00	1.30	Mpukunyoni	Mkhwanazi	11
		Allocation Total		#REF!	R / km					
		Budget Total								
		Allocation under / over budget								

	Regravels									
	KZ	Contract Description	Grade	Location	Road Number	From_km	To_km	Tribal Auth area	Inkosi names	Ward No
	KZ275	P495	Annual	zamimpilo-Somkhele	P495	0.00	4.00	Mpukunyoni	Mkhwanazi	10, 8
	KZ275	L2005	3	Ntondweni - mvutshini	L2005	0.00	3.00	Mpukunyoni	Mkhwanazi	19
	KZ275	P348	3	Qubuka-Ginjaneni	P348	4.00	8.00	Mpukunyoni	Mkhwanazi	18
	KZ275	P562	2	Machibini - Esiyembeni	P562	0.00	2.00	Mpukunyoni	Mkhwanazi	15
	KZ275	D2329	3	Mvamande-kwamdolomba	D2329	0.00	4.60	Mpukunyoni	Mkhwanazi	16
	KZ275	L1423	Annual	Kwazuluvuka-Kwasonceke	L1423	0.00	5.00	Mpukunyoni	Mkhwanazi	19
	KZ275	D2390	3	mvanande river-Kwa Mdolomba	D2390	0.00	4.00	Mpukunyoni	Mkhwanazi	17
	KZ275	D1916	2	kwazibongele-Nkatha	D1916	0.00	2.00	Mpukunyoni	Mkhwanazi	12
	KZ275	D1908	3	Gunjaneni-Kwamthole	D1908	5.00	9.00	Mpukunyoni	Mkhwanazi	19
2019/2020	Local Roads and Causeways									
	KZ	Contract Description	Grade	Location	Road Number	From_km	To_km	Tribal Auth area	Inkosi names	Ward No
	KZ275	Mambuka Road	3	Qakwini-Mabheshwini	N/A	0.00	3.50	Mpukunyoni	Mkhwanazi	8
	KZ275	Thulasibone Road	3	Thulasibone to Khulasibone	N/A	0.00	3.00	Mpukunyoni	Mkhwanazi	19
	KZ275	Mdungandlovu School Access	2	Shikishela-Mdungandlovu School	N/A	0.00	0.50	Mpukunyoni	Mkhwanazi	11
		Allocation under / over budget								
	Regravels									

KZ	Contract Description	Grade	Location	Road Number	From_km	To_km	Tribal Auth area	Inkosi names	Ward No	
KZ275	D2447	3	Ikusasaletu - Nkosikayingangathi	D2447	4.00	9.00	Mpukunyoni	Mkhwanazi	14	
KZ275	P562	3	Machibini-Esiyembeni	P562	0.00	4.00	Mpukunyoni	Mkhwanazi	15	
KZ275	L1423	3	Zuluvuka-Sonceke	D1909	0.00	3.00	Mpukunyoni	Mkhwanazi	19	
KZ275	L2374	2	Zezobala School -Mfolozi	L2374	0.00	2.00	Mpukunyoni	Mkhwanazi	4	
KZ275	D1908	3	Gunjaneni -Kwamthole	D1908	0.00	3.50	Mpukunyoni	Mkhwanazi	19	
KZ275	D1910	Annual	Madwaleni-kwaMnandi	D1910	4.00	8.00	Mpukunyoni	Mkhwanazi	10	
KZ275	L2796	Annual	D856-Ntondweni	L1796	0.00	5.00	Mpukunyoni	Mkhwanazi	19	
KZ275	D2329	2	Zwelethu Store-Buzezweni	D2329	2.00	3.80	Mpukunyoni	Mkhwanazi	13	
KZ275	D2446	3	Thandanani-kwaMnandi	D2446	3.00	6.00	Mpukunyoni	Mkhwanazi	17	
KZ275	P348	3	Qubuka-Esiqiwini	P348	0.00	3.00	Mpukunyoni	Mkhwanazi	18	

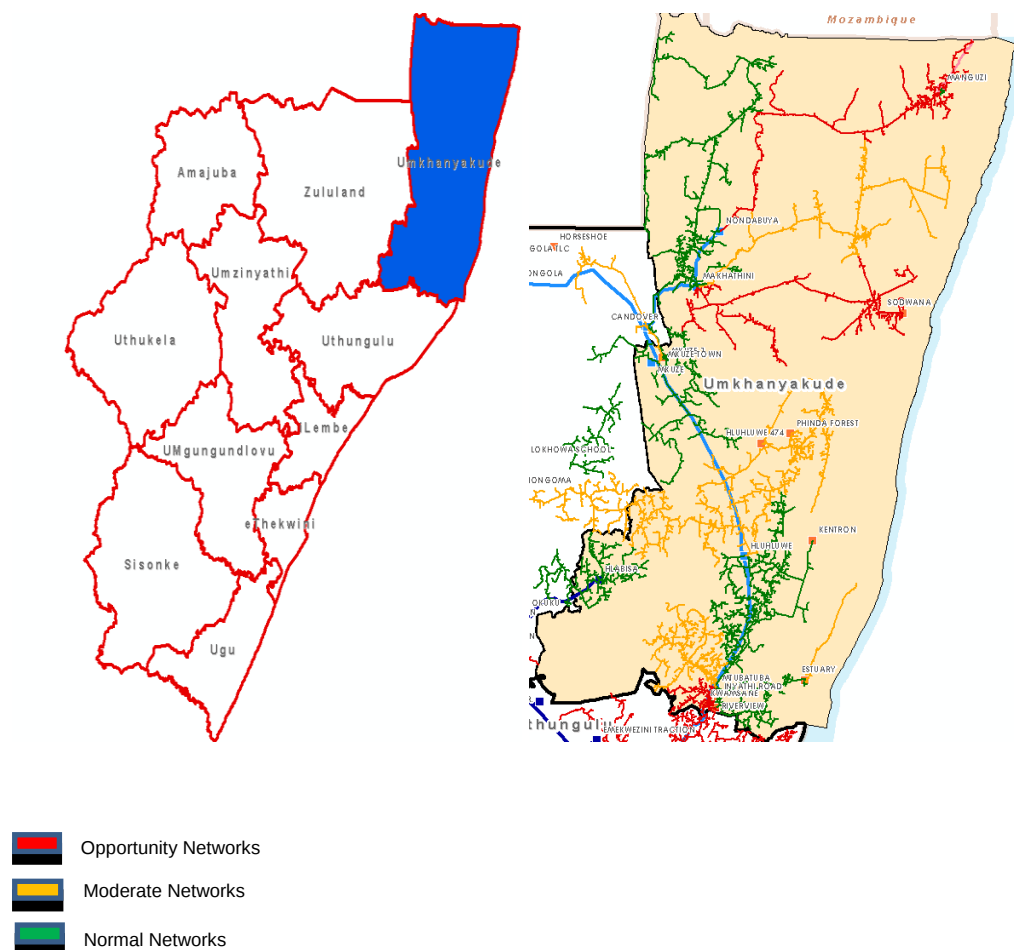
12.12 ESKOM PROJECTS: Existing and Planned Projects for electrification

Project Status: Sub-Transmission Strengthening Projects



#	Project Name	Current Form Status
1	Gezisa-Ndumo 50 km 132 kV line	ERA
2	Gezisa 132/22 kV Substation Est	ERA
3	Candover-Mbazwana 65 km 132 kV Wolf Line Est	DRA
4	Mbazwana 132/22 kV (1x20 MVA) SS Establish	CRA
5	Mtubatuba ST Lucia 132 kV line establish	CRA
6	St Lucia 132/22 kV SS establish	CRA
7	Gunjaneni 25 km 132 kV loop in loop out line in kingbird	DRA
8	Gunjaneni 20 MVA 132/22 kV Substation	DRA
9	Pongola-Candover km 132 kV Wolf Line Est	CRA

Project Status: Sub-Transmission Strengthening Projects



Current Electrification Projects 2016/2017

Municipality	Project Name	Project Type	Project Progress	Total Connections
KZ275 Mtubatuba	Mapheleni Phase 2& Ogengele	Households	In Construction	500
KZ275 Mtubatuba	Nyalazi Ext	Households	In Construction	300
Total				800

Proposed Electrification Projects 2017/2018

Municipality	Project Name	Project Type	Total Connections
KZ275 Mtubatuba	Opondweni	Households	479
KZ275 Mtubatuba	Esiyembeni	Households	250
KZ275 Mtubatuba	Dukuduku/ Khayelisha	Households	550
Total			13112

13.11 Department of Agriculture and Environmental Affairs

Project No.	Project Name	Ward/Area	Funding Source	Project Cost (R)	Responsible Dept.
MTLMSDI -98	Landfill Sites	Ward 3	Environmental Affairs		Technical Services
MTLMSDI -99	Landfill Sites	Ward 4	Environmental Affairs		Technical Services
MTLMSDI -100	Landfill Sites	St Lucia	Environmental Affairs		Technical Services
MTLMSDI -101	Landfill Sites	Nordale	Environmental Affairs		Technical Services
MTLMSDI -102	Waste Transfer Station	Ward 1	Environmental Affairs		Technical Services
MTLMSDI -103	Waste Transfer Station	Ward 2	Environmental Affairs		Technical Services
MTLMSDI -104	Waste Transfer Station	Ward 3	Environmental Affairs		Technical Services
MTLMSDI -105	Waste Transfer Station	Ward 4	Environmental Affairs		Technical Services
MTLMSDI -106	Waste Transfer Station	Ward 5	Environmental Affairs		Technical Services
MTLMSDI -107	Waste Transfer Station	Ward 6	Environmental Affairs		Technical Services
MTLMSDI -108	Waste Transfer Station	Ward 7	Environmental Affairs		Technical Services
MTLMSDI -109	Waste Transfer Station	Ward 8	Environmental Affairs		Technical Services
MTLMSDI -110	Waste Transfer Station	Ward 9	Environmental Affairs		Technical Services
MTLMSDI -111	Waste Transfer Station	Ward 10	Environmental Affairs		Technical Services
MTLMSDI -112	Waste Transfer Station	Ward 11	Environmental Affairs		Technical Services
MTLMSDI -113	Waste Transfer Station	Ward 12	Environmental Affairs		Technical Services
MTLMSDI -114	Waste Transfer Station	Ward 13	Environmental Affairs		Technical Services
MTLMSDI	Waste Transfer Station	Ward 14	Environmental Affairs		Technical

Project No.	Project Name	Ward/Area	Funding Source	Project Cost (R)	Responsible Dept.
-115					Services
MTLMSDI -116	Waste Transfer Station	Ward 15	Environmental Affairs		Technical Services
MTLMSDI -117	Waste Transfer Station	Ward 16	Environmental Affairs		Technical Services
MTLMSDI -118	Waste Transfer Station	Ward 17	Environmental Affairs		Technical Services
MTLMSDI -119	Waste Transfer Station	Ward 18	Environmental Affairs		Technical Services
MTLMSDI -120	Waste Transfer Station	Ward 19	Environmental Affairs		Technical Services
MTLMSDI -121	Buy-Packs/Recycling Centres	Ward 1	Environmental Affairs		Community Services
MTLMSDI -122	Buy-Packs/Recycling Centres	Ward 2	Environmental Affairs		Community Services
MTLMSDI -123	Buy-Packs/Recycling Centres	Ward 3	Environmental Affairs		Community Services
MTLMSDI -124	Buy-Packs/Recycling Centres	Ward 4	Environmental Affairs		Community Services
MTLMSDI -125	Buy-Packs/Recycling Centres	Ward 5	Environmental Affairs		Community Services
MTLMSDI -126	Buy-Packs/Recycling Centres	Ward 6	Environmental Affairs		Community Services
MTLMSDI -127	Buy-Packs/Recycling Centres	Ward 7	Environmental Affairs		Community Services
MTLMSDI -128	Buy-Packs/Recycling Centres	Ward 8	Environmental Affairs		Community Services
MTLMSDI -129	Buy-Packs/Recycling Centres	Ward 9	Environmental Affairs		Community Services
MTLMSDI -130	Buy-Packs/Recycling Centres	Ward 10	Environmental Affairs		Community Services
MTLMSDI -131	Buy-Packs/Recycling Centres	Ward 11	Environmental Affairs		Community Services
MTLMSDI -132	Buy-Packs/Recycling Centres	Ward 12	Environmental Affairs		Community Services
MTLMSDI -133	Buy-Packs/Recycling Centres	Ward 13	Environmental Affairs		Community Services
MTLMSDI -134	Buy-Packs/Recycling Centres	Ward 14	Environmental Affairs		Community Services
MTLMSDI -135	Buy-Packs/Recycling Centres	Ward 15	Environmental Affairs		Community Services
MTLMSDI -136	Buy-Packs/Recycling Centres	Ward 16	Environmental Affairs		Community Services
MTLMSDI -137	Buy-Packs/Recycling Centres	Ward 17	Environmental Affairs		Community Services
MTLMSDI -138	Buy-Packs/Recycling Centres	Ward 18	Environmental Affairs		Community Services
MTLMSDI -139	Buy-Packs/Recycling Centres	Ward 19	Environmental Affairs		Community Services
MTLMSDI -140	Street Cleaning	KwaMsane (ward 1)	Environmental Affairs		Community Services

Project No.	Project Name	Ward/Area	Funding Source	Project Cost (R)	Responsible Dept.
MTLMSDI -141	Beautification Project	KwaMsane (ward 1)	Environmental Affairs		Technical Services
MTLMSDI -142	Rural Domestic Waste Collection	Ward 1	Environmental Affairs		Community Services
MTLMSDI -143	Rural Domestic Waste Collection	Ward 2	Environmental Affairs		Community Services
MTLMSDI -144	Rural Domestic Waste Collection	Ward 3	Environmental Affairs		Community Services
MTLMSDI -145	Rural Domestic Waste Collection	Ward 4	Environmental Affairs		Community Services
MTLMSDI -146	Rural Domestic Waste Collection	Ward 5	Environmental Affairs		Community Services
MTLMSDI -147	Rural Domestic Waste Collection	Ward 6	Environmental Affairs		Community Services
MTLMSDI -148	Rural Domestic Waste Collection	Ward 7	Environmental Affairs		Community Services
MTLMSDI -149	Rural Domestic Waste Collection	Ward 8	Environmental Affairs		Community Services
MTLMSDI -150	Rural Domestic Waste Collection	Ward 9	Environmental Affairs		Community Services
MTLMSDI -151	Rural Domestic Waste Collection	Ward 10	Environmental Affairs		Community Services
MTLMSDI -152	Rural Domestic Waste Collection	Ward 11	Environmental Affairs		Community Services
MTLMSDI -153	Rural Domestic Waste Collection	Ward 12	Environmental Affairs		Community Services
MTLMSDI -154	Rural Domestic Waste Collection	Ward 13	Environmental Affairs		Community Services
MTLMSDI -155	Rural Domestic Waste Collection	Ward 14	Environmental Affairs		Community Services
MTLMSDI -156	Rural Domestic Waste Collection	Ward 15	Environmental Affairs		Community Services
MTLMSDI -157	Rural Domestic Waste Collection	Ward 16	Environmental Affairs		Community Services
MTLMSDI -158	Rural Domestic Waste Collection	Ward 17	Environmental Affairs		Community Services
MTLMSDI -159	Rural Domestic Waste Collection	Ward 18	Environmental Affairs		Community Services
MTLMSDI -160	Rural Domestic Waste Collection	Ward 19	Environmental Affairs		Community Services
MTLMSDI -161	St Lucia Greenest Municipalities	Ward 3	Environmental Affairs		Community Services
MTLMSDI -162	Food for Waste	Ward 1	Extended Public Works Programme		Community Services
MTLMSDI -163	Food for Waste	Ward 2	Extended Public Works Programme		Community Services
MTLMSDI -164	Food for Waste	Ward 3	Extended Public Works Programme		Community Services
MTLMSDI -165	Food for Waste	Ward 4	Extended Public Works Programme		Community Services
MTLMSDI	Food for Waste	Ward 5	Extended Public Works		Community

Project No.	Project Name	Ward/Area	Funding Source	Project Cost (R)	Responsible Dept.
-166			Programme		Services
MTLMSDI -167	Food for Waste	Ward 6	Extended Public Works Programme		Community Services
MTLMSDI -168	Food for Waste	Ward 7	Extended Public Works Programme		Community Services
MTLMSDI -169	Food for Waste	Ward 8	Extended Public Works Programme		Community Services
MTLMSDI -170	Food for Waste	Ward 9	Extended Public Works Programme		Community Services
MTLMSDI -171	Food for Waste	Ward 10	Extended Public Works Programme		Community Services
MTLMSDI -172	Food for Waste	Ward 11	Extended Public Works Programme		Community Services
MTLMSDI -173	Food for Waste	Ward 12	Extended Public Works Programme		Community Services
MTLMSDI -174	Food for Waste	Ward 13	Extended Public Works Programme		Community Services
MTLMSDI -175	Food for Waste	Ward 14	Extended Public Works Programme		Community Services
MTLMSDI -176	Food for Waste	Ward 15	Extended Public Works Programme		Community Services
MTLMSDI -177	Food for Waste	Ward 16	Extended Public Works Programme		Community Services
MTLMSDI -178	Food for Waste	Ward 17	Extended Public Works Programme		Community Services
MTLMSDI -179	Food for Waste	Ward 18	Extended Public Works Programme		Community Services
MTLMSDI -180	Food for Waste	Ward 19	Extended Public Works Programme		Community Services
MTLMSDI -181	Clean Up Campaign	Mtubatuba Town	Environmental Affairs		Community Services
MTLMSDI -182	Mtubatuba Integrated Waste Management Plan	Mtubatuba Municipality	Environmental Affairs		Community Services
MTLMSDI -183	Recreation park	Riverview (ward 5)	Environmental Affairs		Community Services
MTLMSDI -184	Nurseries Project	Ward 1	Environmental Affairs		Community Services
MTLMSDI -185	Nurseries Project	Ward 2	Environmental Affairs		Community Services
MTLMSDI -186	Nurseries Project	Ward 3	Environmental Affairs		Community Services
MTLMSDI -187	Nurseries Project	Ward 4	Environmental Affairs		Community Services
MTLMSDI -188	Nurseries Project	Ward 5	Environmental Affairs		Community Services
MTLMSDI -189	Nurseries Project	Ward 6	Environmental Affairs		Community Services
MTLMSDI -190	Nurseries Project	Ward 7	Environmental Affairs		Community Services
MTLMSDI -191	Nurseries Project	Ward 8	Environmental Affairs		Community Services

Project No.	Project Name	Ward/Area	Funding Source	Project Cost (R)	Responsible Dept.
MTLMSDI -192	Nurseries Project	Ward 9	Environmental Affairs		Community Services
MTLMSDI -193	Nurseries Project	Ward 10	Environmental Affairs		Community Services
MTLMSDI -194	Nurseries Project	Ward 11	Environmental Affairs		Community Services
MTLMSDI -195	Nurseries Project	Ward 12	Environmental Affairs		Community Services
MTLMSDI -196	Nurseries Project	Ward 13	Environmental Affairs		Community Services
MTLMSDI -197	Nurseries Project	Ward 14	Environmental Affairs		Community Services
MTLMSDI -198	Nurseries Project	Ward 15	Environmental Affairs		Community Services
MTLMSDI -199	Nurseries Project	Ward 16	Environmental Affairs		Community Services
MTLMSDI -200	Nurseries Project	Ward 17	Environmental Affairs		Community Services
MTLMSDI -201	Nurseries Project	Ward 18	Environmental Affairs		Community Services
MTLMSDI -202	Nurseries Project	Ward 19	Environmental Affairs		Community Services
MTLMSDI -203	Environmental Education Centres	Mfekayi (ward 8)	Environmental Affairs		Community Services
MTLMSDI -204	Environmental Education Centres	KwaMsane (ward 1)	Environmental Affairs		Community Services
MTLMSDI -205	Land Rehabilitation	Nondubela (ward 15)	Environmental Affairs		Community Services
MTLMSDI -206	Bush Curtailment Encroachment	Dukuduku (ward 3)	Environmental Affairs		Community Services
MTLMSDI -207	Recreation park	Mtubatuba Town Library	Environmental Affairs		Community Services
MTLMSDI -208	Infrastructure Upgrading (in protected areas)	Ward 3	Environmental Affairs		Community Services
MTLMSDI -209	Infrastructure Upgrading (in protected areas)	Ward 4	Environmental Affairs		Community Services
MTLMSDI -210	Infrastructure Upgrading (in protected areas)	St. Lucia	Environmental Affairs		Community Services
MTLMSDI -211	Wetland Cleaning	KwaMsane (ward 1)	Environmental Affairs		Community Services
MTLMSDI -212	Working for Rivers	Nyalazi	Environmental Affairs		Community Services
MTLMSDI -213	Working for Rivers	Mfolozi	Environmental Affairs		Community Services
MTLMSDI -214	Wetland Rehabilitation Programme	Khula (ward 3)	Environmental Affairs	439,000.00	Community Services

13.12 EDI Projects

Registered Name of Organisation: Edi

What kind of organisation is this: Community Based Organisation which is non-profit making area of focus: children, civil society support, HIV AND AIDS, women, capacity building and led

What Projects is EDI involved in Mtubatuba:

PROJECT	No. of Beneficiaries	Age	Gender	Ward(s)	Contact Person
ASPIRES	237	14 -18	F & M	3,4,5,9,17	Zakhele Gumede
DREAMS	6000	10 – 24	F only	1,2,3,4,5,6,8,9,10,13,14,16,17,20	Makhosi Zondi
ECD	269	2 – 5	F & M	17	Thandazo Myeni
OVC	4080	< 18	F & M	3,4,5,6,9,16,17	Vusi Mcambi
Stepping Stone	2353	10 – 49	F & M	1,2,3,4,5,6,10,14,16,17	Mesuli Ndlela
Civil Society Support	N/A	N/A	N/A	All 20 Wards in Mtubatuba	Makhosi Zondi

Total Budget for the 2016/7 Financial Year (October 2016 to September 2017) = R7 968 755.25			
Greatest Need: Outdoor Equipment for our Edi Edu-Care Centre (ECD) in Ward 17 (R36 000.00)			
CONTACT DETAILS:			
Registered Name of Organisation:	Ezisakwini Development Initiative – Edi		
Trading Name:	Edi Training and Community Development		
NPO/PBO Registration Number:	055-368-NPO		
Postal Address:	PO Box 710		
	Mtubatuba 3935		
Physical Address:	Lot 201/2 Aloe Avenue Mtubatuba 3935 (next to Aloe Business Centre)		
	Mtubatuba		
	Another (new) office is next to the Mpukunyoni Traditional Offices		
Website address (if available):	www.edi.org.za		
Contact person at the Organisation:	Ms Makhosi Zondi		
Designation:	Director		
Tel: (035-5501112) and (035-5503465)	Cell: 0829577591	Email: makhosi@edi.org.za	Fax: 0866118140

No.	Sector	Budget (R)
1	Business	0
2	Children	750 000
3	NGO/CBO	300000
4	Disability	200000
5	FBO	200000
7	Human Rights	0
8	Institute for Higher Learning	0
9	Labour	0
10	LGBT	100000
11	Men	245000
12	PLWHIV	950000
13	Traditional Health Practitioners	0
14	Traditional Leadership	150000
15	Women	250000
16	Youth	500000
	TOTAL	3645000

13.13 Department of Sports and Recreation

Project No.	Project Name	Ward/Area	Funding Source	Project Cost (R)	Responsible Dept.
MTLMSDI-215	Masibonisane Youth Development Centre	Ward 10	Department of Sports and Recreation	R 3 000 000.00	Technical Services

SECTION F: FINANCIAL PLAN

14. FINANCIAL PLAN

14.1 Adoption of a Financial Plan

The Mtubatuba Municipality's Financial Plan for 2018/2019 was adopted by Council in June 2018 (MTREF-2018/19 to 2020/21) is annexed hereto for ease of reference.

14.2 An Overview of the 3-Year Municipal Budget

The Financial Plan provides an overview of the 3-year Municipal Budget, Analysis and explanation thereof. The Municipality's Financial Plan is prepared over MTERF and its analysis and explanations are well documented on the executive summary submitted to Treasury and COGTA respectively. The final budget is annexed hereto for ease of reference.

14.3 Financial Strategies

The Budget/Financial Plan for Mtubatuba Municipality reflects sound financial strategies with regard to expenditure and in particular cost containment measures that are being implemented. The Financial Plan covers sound financial strategies since the cash inflow was based on an estimated collection rate. The Municipality has developed a Revenue Enhancement Strategy which is being implemented as at 2017/2018 financial year. However, the Municipality is using the Debt and Credit Control Policy to collect revenue that is due to the Municipality.

The Budget/Financial Plan for Mtubatuba Municipality was prepared in line with Secular 91 of the MFMA which refers to the preparation of the MTREF - as well as Secular 82 of the National Treasury which talks to Cost Containment Measures. The Municipal Financial Plan is also in line with Municipal Budget Regulations. Over and above the financial strategies related to expenditure and cost containment measures, there are budget related policies approved by Council to guide the Municipality in terms of adherence to the Financial Plan. A revenue enhancement strategy together with a synopsis of finance policies is attached herewith for ease of reference.

Table Showing a List of Financial Policies

POLICIES	DATE OF ADOPTION
Credit Control and Debt Management	30 MAY 2018
Tariffs	
Indigent	
Supply Chain Management	
Cash and Bank Management and Investments	
Asset Disposal	
Asset Management	
Budget	
Virement	
Property Rates	

14.4 3-Year OPEX

The 3-Year OPEX is indicated in the Budget/Financial Plan for 2018/2019 and has included an allocation of Operations and Maintenance Costs for municipal Fixed Assets. Kindly refer to the 2018/2019 Budget/Financial Plan annexed hereto for ease of reference.

KZN275 Mtubatuba - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding			
	2019/2021 MTREF		
Description	2018/2019 Budget Year	2019/2020 Budget Year	2020/2021 Budget Year
Infrastructure Roads(Msizi gravel,Vilavoco Access road,Mambuka Access Road and Mgangatho access road)	R13 518 879,00	R15 000 000,00	R15 000 000,00
Infrastructure Other(Traffic Station)	R10 650 299,00	R1 000 000,00	R5 000 000,00
Electricity Reticulation	R12 600 000,00	R8 500 000,00	R9 000 000,00
Street Lighting	R500 000,00	R2 000 000,00	R2 000 000,00
KwaMsane Sportsfields	R -	R3 000 000,00	R3 000 000,00
Community Assets (Bhekamandla, Makhambane and Mpandleni community halls)	R5 038 522,00	R5 000 000,00	R 5 000 000,00
Community Assets - KwaMsane Civic Centre	R400 000,00	R500 000,00	R 500 000,00
Bins & Containers	R800 000,00	R1 500 000,00	R 500 000,00
Motor Vehicles (Ammeties And Mayor)	R900 000,00	R1 250 000,00	R1 250 000,00
Office Equipment	R700 000,00	R757 500,00	R15 375,00
Furniture and Fittings	R700 000,00	R857 500,00	R5 375,00
Computer Equipment	R700 000,00	R857 500,00	R765 375,00
Construction of Technical and Community Workshop	R735 000,00	R1 000 000,00	R1 000 000,00
Software	R300 000,00	R -	R -
Total	R47 542 700,00	R 51 222 500,00	R 45 746 125,00

14.5 Municipal Ability's Operational Expenses

The Municipal Budget is prepared in accordance with Municipal Budget Regulations which requires the budget to be funded in order to enable the Municipality to meet its financial obligations and operational obligations. The allocation of the above was 8% in 2016/17,2017/2018 and2018/2019 and the repairs and maintenance has been budgeted for against the total of non-current assets.

14.6 The Financial Plan Contains Projects with Committed Funding

The Financial Plan invariably contains projects with committed funding, which are not on the Municipal Budget but are from other Sector Departments/Funding agents aligned to DORA. Kindly refer to the Implementation Plan (Section E) annexed hereto for ease of reference.

SECTION G:
ANNUAL OPERATIONAL PLANS
(SDBIPS ARE ATTACHED)

15. ANNUAL OPERATIONAL PLANS

15.1 Mtubatuba Municipality has annexed hereto (2018/2019) an Organisational Scorecard and Departmental Service Delivery Budget and Implementation Plans.

15.2 The Council approved (2018/2019) an Organisational Scorecard and Departmental Service Delivery Budget and Implementation Plans are aligned with the Goals, Objectives and Strategies in Chapter D of the IDP.

15.3 The performance indicators are included and fully explain how the SDBIP is measured.

**SECTION H:
ORGANISATIONAL PMS
FRAMEWORK
AND
INDIVIDUAL PERFORMANCE
MANAGEMENT POLICY**
(COPIES ARE ANNEXED HEREWITH FOR EASE OF REFERENCE)

16. ORGANISATIONAL AND INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

16.1 Mtubatuba Municipality has annexed hereto a copy of its Organisational PMS Framework and a copy of Individual PMS Policy for ease of reference. The PMS policy documents are being implemented and reviewed on an annual basis. The PMS documents were approved by the Council for implementation and they explain how the OPMS and IPMS are applied in the municipality

16.2 The Council approved (2018/2019) IDP contains the following:

- Organisational key performance indicators linked to departmental indicators,
- Departmental Indicators linked to outputs in the Performance Agreements; and
- Outputs in the Performance Agreements linked to activities in the operational plans and Indicators.

16.3 The performance indicators are included and details how the SDBIP is measured in Mtubatuba Municipality.

SECTION H:

BACK TO BASICS

17. BACK TO BASICS

The OPMS (Organisational Scorecard/ SDBIPs) are aligned to the B2B pillars. The Organisational Scorecard/ SDBIPs are annexed hereto for ease of reference. The B2B programme has been prioritised by the Municipality and the IDP has clearly shown how the B2B Program is being implemented.

17.1 Mtubatuba Municipality B2B Summary Report

Back to Basics Programme

1. The Back to Basics is a programme that was initiated in September 2014 by the Office of the President and it is implemented in municipalities by the National and Provincial CoGTA.
2. There was a declaration of intent that was signed by former Premier, Senzo Mchunu, MEC Dube-Ncube and municipalities wherein they pledged to ensure that there is effective implementation of the Back to Basics programme.
3. The Back to Basics programme does not derive from a sudden impulse to make a few cosmetic changes in local government. Rather, it is a carefully and well-thought through and designed plan which aims to:
 - ✓ Restore the spirit of effective service delivery, efficient administration and clean governance in all 278 municipalities and 61 municipalities of the KwaZulu natal province.
 - ✓ Ensure that all municipalities perform their basic responsibilities and functions without compromise.
4. The programme is built on 5 pillars. Each pillar has sub-questions which relate to it.
5. Both National and Provincial pillars are aligned to support the national priorities.

Five (05) Pillars of B2B

- 1) **Put people first** and their concerns first and ensure constant contact with communities through effective public participation platforms.
- 2) Create conditions for decent living by consistently **delivering municipal services** of the right quality and standard. This includes planning for, delivering and maintaining infrastructure and amenities, and managing the budget. Ensure that there are no failures in services and, where these occur, urgently restore services.
- 3) Be well governed and demonstrate **good governance and administration** - cut wastage, spend public funds prudently, hire competent staff, and ensure transparency and accountability.
- 4) Ensure sound **financial management and accounting**, and prudently manage resources to sustainably deliver services and bring development to communities.

- 5) Build and maintain sound institutional and administrative capabilities**, administered and managed by dedicated and skilled personnel at all levels.

The programme is reported to National CoGTA on monthly basis and Provincial CoGTA on quarterly basis. Assessments are done quarterly by provincial CoGTA so as to validate the reports in a form of Portfolio of Evidence and meetings with relevant units in the municipality. The Support plan developed by Provincial CoGTA is based on the Auditor General's findings; Provincial Treasury Report; key challenges identified in the Municipal IDP as well as Reporting and Compliance units within CoGTA.

Forums That Support the Existence and Functionality of the Programme:

- District Technical Advisory Committee; (held Quarterly);
- Back to Basics Provincial Tasks Team (held quarterly); and
- Quarterly assessment within Municipalities

B2B Provincial Cogta Reporting

- There are no back to basics reports which are due to CoGTA and yet has not been submitted by the Local municipality.
- All Back to Basics report for Quarter 1; 2 and 3 were submitted to CoGTA and the scoring for Quarter 2 was 80% and for Quarter 3 was 82%.
- A quarterly updated support plan is submitted to CoGTA concurrently with quarterly reports.

B2B National Cogta Reporting

- The Municipality is up-to-date with the reporting.
- The B2B programme was introduced in our municipality in December 2014 whereas it was launched in September 2014.
- The Municipality started reporting on it as from January 2015, after sometime it became mandatory for the Municipality to report on the previous outstanding months being "October, November and December".

Challenges

- User-unfriendly templates questions.
- Most itemised questions are not the Municipality's functions, for instance, water, sanitation and electricity;
- The Municipality's jurisdiction consists of rural and urban area, there are roads which are not geographically mapped, hence cannot forecast KM's.
- Some itemised questions are not budgeted for in this financial year and that may affect the Municipality scoring as it will keep countering with (0). This is due to financial constraints.

Recommendations

- The current template be revised and accommodate the municipal competencies. Targets sets be realistic.
- A brief consultation with municipalities be held so to edify them on how the template should be filled, what kind of responses are expected from all concerned and also about the scoring range.

SECTION -I

ANNEXURES